Superintendents' problem: keeping **specialized cars** on the move . . . . . p. 12

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RAILWAY AGE WEEKLY

R. S. Macfarlane talks about

NP's NEXT HUNDRED YEARS

p. 18

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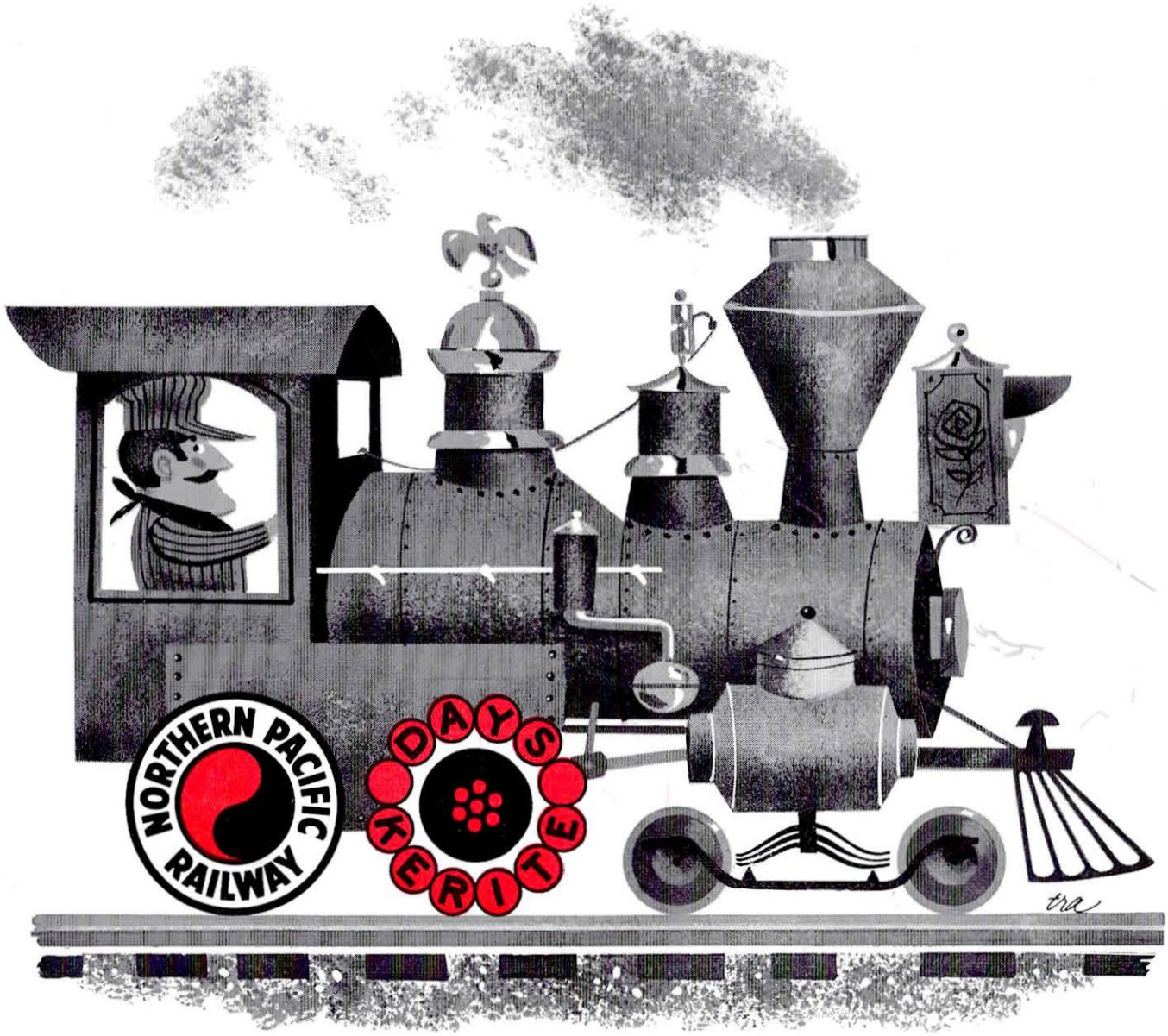

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of the Buffalo
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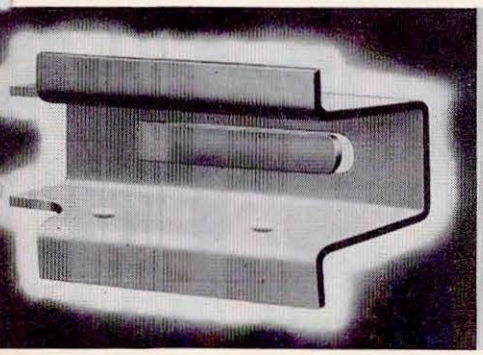

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BUFFALO BRAKE BEAM COMPANY

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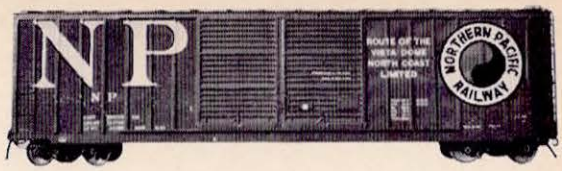
PLANTS AT BUFFALO AND HAMILTON, ONTARIO, CANADA



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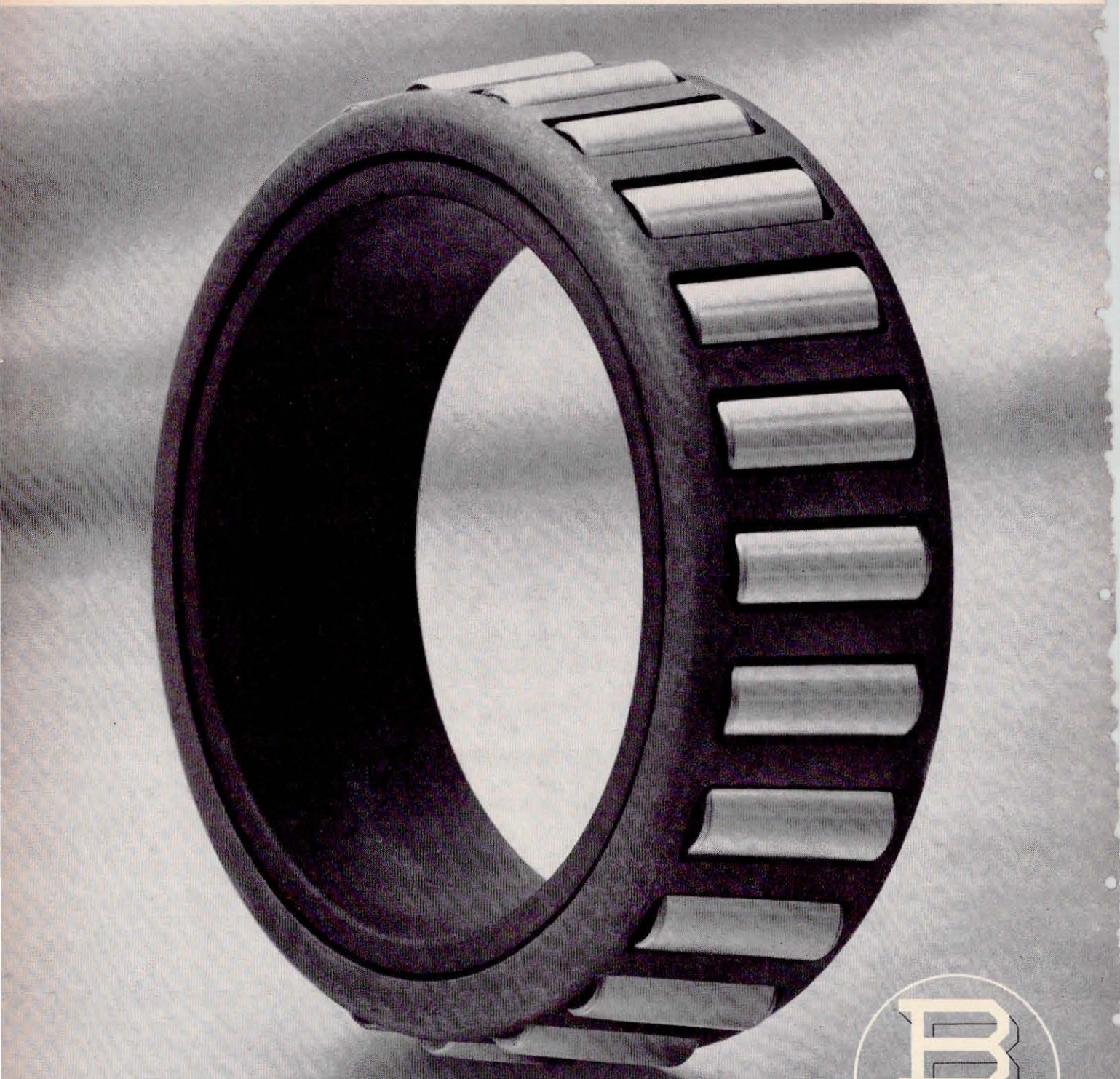

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RAILWAY AGE WEEK AT A GLANCE

June 8, 1964 • Vol. 156, No. 22

NORTHERN PACIFIC

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Unions ratifying rules agreement

The accord on 'secondary' issues is being made a formal one. Still not settled: inter-divisional runs **p.11**

Problem: Keeping special cars busy

Ways to get maximum benefits from expensive special equipment will be probed by rail superintendents this week **p.12**

Overnight service by hotshot piggyback

Passenger-fast TOFC runs are now being made between Chicago and St. Louis by the Wabash and the C&EI **p.16**

The Action Page—What people really want

Wage demands often are merely a facade covering a variety of subconscious desires—so the psychologists tell us **p.46**

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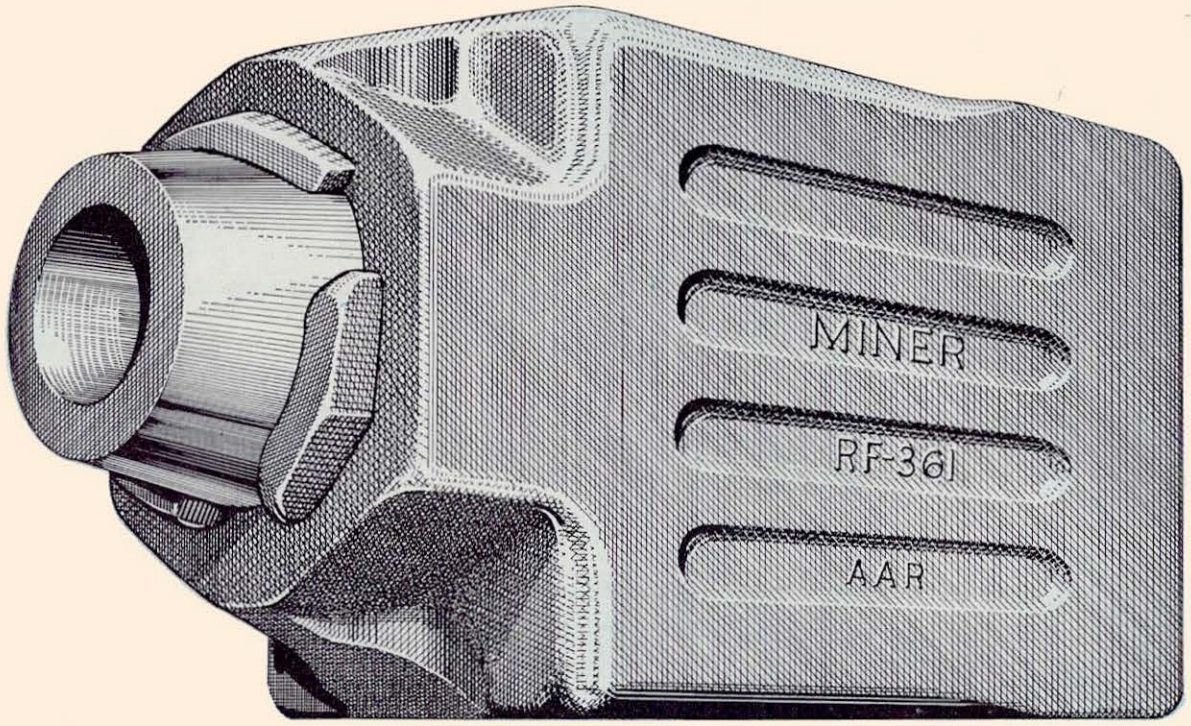

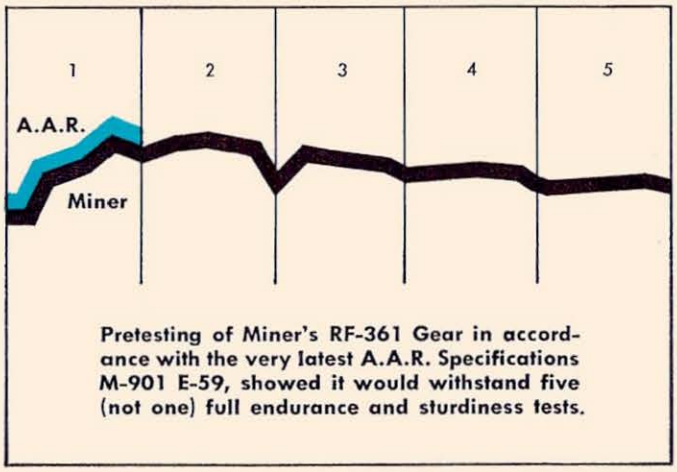

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SHORT AND SIGNIFICANT

Crew-consist fight goes to Washington

BRT attorneys will go into U.S. District Court in Washington, D.C. June 8 in another attempt to get an order barring Missouri Pacific and two subsidiaries from implementing a crew-consist arbitration award (RA, May 25, p. 11). Earlier, the Trainmen had obtained a temporary restraining order, but a District Court judge in St. Louis dissolved the order May 28 and indicated that the District of Columbia court held jurisdiction. The BRT then (June 1) moved for a stay in the D.C. court, but was turned down.

●

BLE general chairmen press wage demands

At least three carriers are getting heat from the Engineers on the union's wage-benefit demands (which include, among other things, a $40 daily minimum and premium pay if engineers' duties are increased through elimination of firemen). Missouri Pacific's general chairman has asked for authority to take a strike ballot if negotiations cannot be arranged by mid-June; BLE officers on Northern Pacific and Chesapeake & Ohio are demanding that talks be held. Meanwhile, BLE Grand Chief Roy E. Davidson has outlined the role the union's national wage committee will play in this go-round. The committee, he says, will do all possible to aid general chairmen except to negotiate for them—at this time, at least.

●

PRR-NYC spell out three New England plans . . .

With final briefs filed in the Pennsylvania-New York Central merger application before the ICC, the two eastern roads made a strong attempt to remove long-standing objections from opposing parties. The PRR-NYC brief incorporates three alternate proposals designed to reduce possible repercussions on the New England railroads: their combined system would contract to operate the New Haven as a freight road in conjunction with the Boston & Albany for ten years; the proposed PRR-NYC system would lease the B&A to the New Haven pending a NH reorganization plan, or would lease it to a merged NH-Boston & Maine; the PRR-NYC would be willing to promote a New England system composed of the New Haven. Boston & Maine and Boston & Albany.

. . . but some other roads remain opposed

The B&M wants clarification of the third proposal, but New Haven Trustee Richard Joyce Smith pronounced all three unacceptable, so long as the NH is excluded from the proposed Penn-Central system. The Erie Lackawanna seconded the Justice Department's argument that the PRR-NYC system would severely curtail competition; E-L claims that 80% of its freight revenues would be jeopardized. Erie Lackawanna says it will oppose the Penn-Central merger if provision is not made to include it either there or—preferably—in the proposed N&W-NKP-Wabash system.

●

Magnetic ink network

Railroads have begun adapting accounting and treasury equipment, to conform with modern banking procedures involving magnetic ink character recognition. The AAR Treasury Division, in cooperation with the American Bankers Association, is helping install MICR systems on more than 150 roads. The technique will expedite carrier and bank handling of checks, drafts and cash and depository transfer documents, said Hays T. Watkins, Jr., Chesapeake & Ohio assistant vice president and treasurer and chairman of the AAR Treasury Division Committee on Banks.

MONDAY MORNING REPORT

The operating man: What's his job today?

Railroading is change. But all the changes that have re-shaped the industry over the past decade or so haven't changed one simple fact: A railroad's fortunes rise or fall, depending upon the skills of its operating men. A carrier's marketing staff, after painstaking study, may uncover a potentially valuable new source of business. Rate men work out the level of charges that will attract and hold the traffic. The law department may be called upon to help push the tariff through regulatory agencies. Meanwhile, mechanical and purchasing departments are working with carbuilders to develop the specific equipment needed to handle the movement. Engineering forces may be brought in—perhaps there are track changes to be made, a new spur to be built. And where's the operating department in all this? Ideally, right square in the middle of every problem, every decision.

Change is everywhere

There's no denying that developments over the past 15 or 20 years have hung the glamor tag on virtually every other department on a railroad. Mechanical departments take pride in their ever-more-powerful locomotive fleets and their special-car rosters; signal and communications men boast of CTC, radio installations; engineering departments have mechanization on the grand scale; accounting staffs have their computers; new emphasis on marketing of rail service has upset the traditional traffic-department alignment on many a railroad.

Technology's aim: Better rail service

But railroading is still an operating man's world. Virtually every new tool that's been developed and introduced has one bedrock aim—to make rail transportation more efficient and less costly and, thereby, to build more business, more profitable business. Transportation—service—is the operating man's job. And that makes him still the man in the middle in every move a railroad makes.

And the problems keep on growing

If anything, the operating man's job has grown in complexity, in significance—and in the variety of new problems it presents (along with variations on many of the old problems). For one thing, the need for close coordination between operating department and all other departments was never greater. For another, increasing demands are being made on superintendents and trainmasters and their staffs to become more active in a wide range of community activities (including politics).

The challenge: Take a chance on change

This week, the American Association of Railroad Superintendents holds its annual meeting in Chicago—and one of the reports to be presented deals with the whole problem of improving the effectiveness of supervision. The windup of the report is a sort of "commandments-for-a-superintendent." It reads this way: "He must administer with dispatch, and be progressive in outlook. He must realize he is only as good as the effectiveness of his subordinates. He must keep up on current innovations and be willing to try and even, upon occasion, to fail. He must be a teacher of men. Finally, he must appreciate being a superintendent. . . . There are few jobs in America that call for greater effort, courage and dedication. Nevertheless, superintendents should be willing to stake their reputations on taking a chance on change. Therein lies the superintendent's—and his company's—future."

Congratulations

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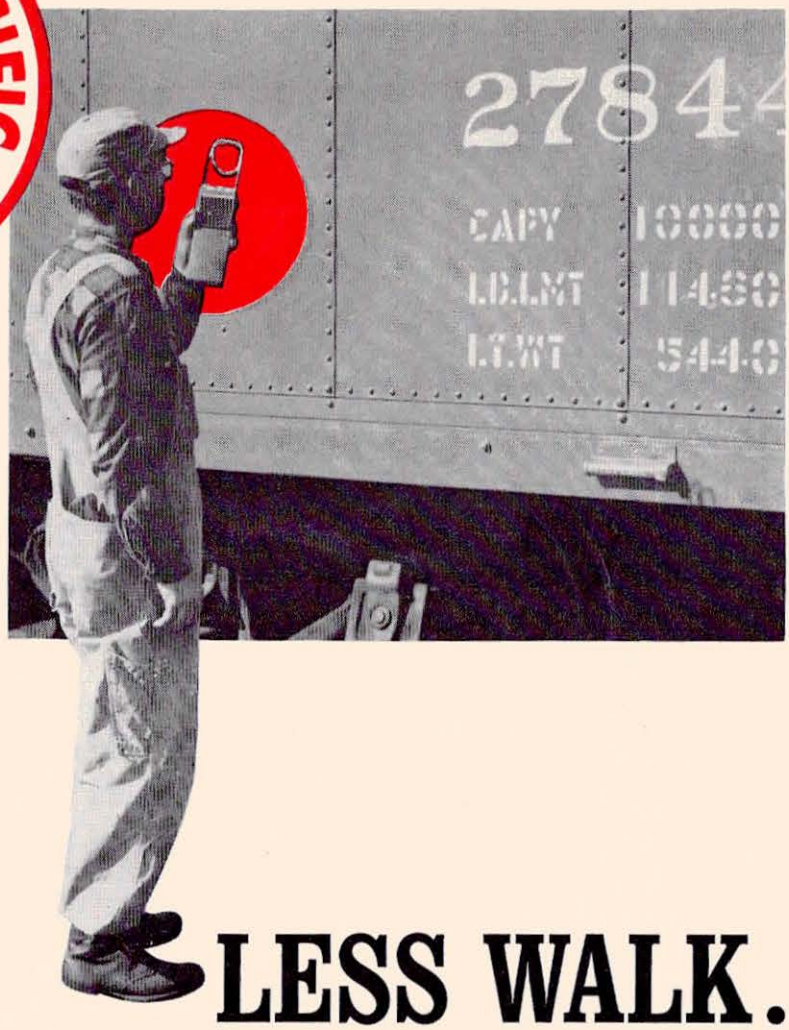

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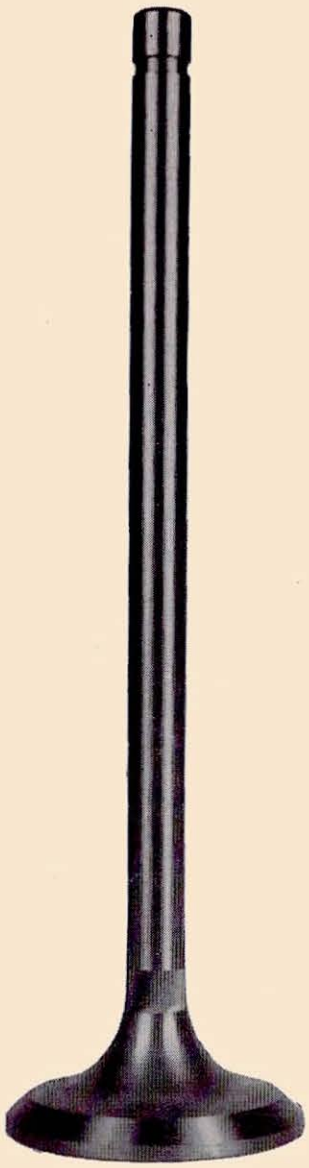

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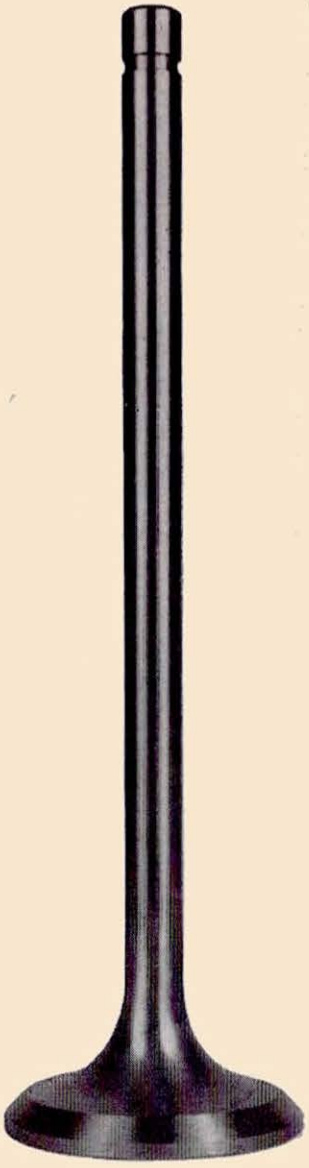

or $66.00?

The valve on the left costs $6.20. From ALCO. The one on the right is a look-alike "bargain." But it can cost $66.00 in labor and materials if it fails prematurely. And maybe even $25,000 if it breaks and drops into the compression chamber.

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Unions ratifying rules agreement

Union chiefs began signing the agreement on 'secondary' issues last week. Still to be settled: inter-divisional runs.

The operating brotherhoods last week trotted through the last lap of the marathon, five-year, work-rules dispute.

By mid-week, four of the five unions had agreed to sign the formal agreement wrapping up the so-called "secondary" issues. Ratification by the fifth union was regarded as a sure thing.

First to sign was the Brotherhood of Locomotive Engineers, whose representatives got their names on the contract the same day it was completed. Then the Order of Railway Conductors & Brakemen came in after a meeting of the union's nine-man executive committee.

● **SUNA comes through.** Past experience gave concern to some observers that the Switchmen's Union of North America might balk—SUNA alone among the five ops requires a membership referendum, and the union several years ago rejected an agreement which its officers had approved. But this time around, SUNA fell in line. The contract, said President Neil P. Speirs, got through by a better-than-two-to-one vote.

That left the Brotherhood of Railroad Trainmen and the Brotherhood of Firemen & Enginemen—both of which called general chairmen into Chicago for the ratification procedure. BRT chairmen okayed the pact late on the afternoon of June 3—and the BLF&E was expected to do likewise before the end of the week.

With two exceptions, provisions of the contracts become effective with the ratification by the five organizations. Adjustments in rates of pay for yard service employees will be retroactive to May 7; and requirements that carriers furnish suitable away-from-home lodging or an allowance must be made effective within 30 days after final ratification.

● **Mediators stay on.** The contract settles all outstanding issues except one—the matter of establishing inter-divisional runs, which was referred to a committee set up on a national basis. Public members of the tri-partite panel will be Dr. George W. Taylor and Theodore W. Kheel—the two mediators called in by President Johnson to help resolve the strike crisis in April—and the pact provides that "procedures for mediation to a conclusion shall be established by the public members."

Five-point plan

As finally written, the contract covers five basic points—holidays, away-from-home expenses, pay adjustments, use of operating personnel on self-propelled work equipment, and the combination of road and yard service.

The section on expenses provides that a road crew tied up at other than its designated home terminal for more than four hours will be given "suitable lodging" (or an allowance) plus a meal allowance of $1.50 per crew member. The lodging-or-allowance arrangement is to be worked out on a local basis.

● **Manpower provisions.** On the issue of manning work equipment, the final agreement reads this way: "A conductor will be employed on on-rail, self-propelled vehicles or machines when operating in mainline territory, provided such machines are equipped with a drawbar and are operating under train orders . . . a yard conductor will be employed on on-rail, self-propelled vehicles or machines operating entirely within general switching limits, provided such machines have sufficient power to move freight cars; and, if more than two cars are handled at any one time, a yard brakeman will also be employed."

The settlement also provides for retention of rules under which an engineer or fireman "where presently required" is employed on self-propelled work equipment "for the purpose of operating the machine in the performance of all the work for which such machines are designed." Following sections, however, make it clear that "except under the conditions specifically prescribed, operating employees need not be used on self-propelled machines . . . nothing contained in this article shall be construed to require the employment of engine and train service employees where not now required."

On the combination of road and yard service, the agreement sets up procedures for discontinuing the last crew assignment in a yard or the last assignment on a shift in a yard where more than one assignment exists.

The last assignment in a yard may be dropped if a joint carrier-union study shows that the average time consumed in switching is less than four hours within a spread of ten hours over a ten-day working period. Procedures for discontinuing the last assignment on a shift are similar, except that the study must show an average of less than four hours' switching within a 12-hour spread over ten days. ■

Needed: Better terminal work

Millions may be spent for new cars, new motive power. Over-the-road freight schedules may be slashed. But the freight still won't be moved in the most efficient fashion if it bogs down in terminals—and that fact leads this week to a strong recommendation from an American Association of Railroad Superintendents' committee that specific schedules and standards should be established for all yards.

The committee, headed by C. Hungerford, Jr., superintendent, Southern, declares that "terminal schedules must be established for outbound train departures, for all switching assignments and for individual car movements before railroads can crack the shell of present terminal inefficiency."

● **Standards required.** Setting up of terminal standards—to determine both the cost and the quality of the operation—also gets unanimous support. As the report puts it:

"Yard engines worked and overtime made should be compared to a known work standard, such as cars handled, loads placed or pulled. [Many] railroads have a car-handled count daily, but few include loads placed or pulled in their terminal reports. The over-all figure of cars handled in a 24-hour period does not reflect the terminal activity accurately enough for present needs.

"Railroad terminals should have a car count based on cars switched, loads pulled and loads placed—on a trick basis. This information is presently available in one form or another and can easily be incorporated in a single report. The report involving engine assignments worked and cars handled should be checked against a predetermined standard, rather than against performance of last year or last month."

● **Close study needed.** Only by detailed study of each engine assignment, the committee points out, can accurate standards of performance be developed: "The standard will indicate how much time should be consumed by industrial switching assignments and will indicate the number of cars that should be switched by humping or switching assignments."

Mr. Hungerford's group also regards the setting up of quality-check standards as a must—and finds too little activity in this area: "Present methods seem to be based on customer complaints or the lack thereof. This is certainly an inadequate standard. Some customers will complain about service regardless of its quality. Others will never complain. This latter group merely switches to other forms of transportation. The only quality standard that can be established is 100% performance with established schedules."

Two roads—Canadian Pacific and Frisco—are singled out as shining examples of what can be done to improve terminal operations.

● **The CP-Frisco story.** CP is cited for its program at Winnipeg, which made possible weekly performance statements — comparing actual hours worked by yard crews with the "standard" hours needed to perform the same amount of work, as previously developed through time studies. With standard times known, target work programs are developed for each crew, based on number of cars to be handled and locations to be switched. Each work program has definite times assigned for the entire tour of duty—classification, switching, transfer runs, allowances. The weekly performance statement thus becomes a direct index of what actually was done against what should have been done.

Frisco's system, somewhat similar to CP's, is based on a perpetual car-location inventory setup at each major yard. There's a continuous and current record of each car on each track in the terminal area; there's also provision for a quality check of switching performance based on a 7 a.m. report compiled from information fed in from various system points. To some extent, the system depends on customer cooperation—local industries are asked to report, to central control, all information regarding release of equipment, orders for equipment and cars loaded. But Frisco's shippers and receivers are cooperating—and, the AARS report concludes, Frisco terminal supervisors believe the system "has increased efficiency tremendously."

Problem: Keeping special cars busy

Superintendents, meeting in Chicago this week, will search for ways to improve car usage.

Varied are the problems of the operating department—and this year's meeting of the American Association of Railroad Superintendents will hit most of them, one way or another.

In three days of debate and discussion in Chicago (June 9-11) the superintendents will touch on such diverse topics as performance standards for yard operations, political activity by supervisors, courteous treatment of patrons by employees and—perhaps most important—the handling of expensive special equipment so as to get maximum benefits out of the investment.

● **How to improve utilization.** Five specific recommendations on car utilization and distribution will be presented —recommendations developed from a 31-road survey undertaken by an AARS committee headed by J. D. Loftis, assistant director-marketing, ACF. On the committee's list:

—Attempts should be made to assign equipment to predictable movements.

—Such movements should be structured on planned bases so that any deviation will show up immediately.

—Utilization of cars should be given precedence over the obtaining of a return load.

—Educational programs should be instituted to promote habit patterns which will produce better equipment utilization, regardless of whether movements are inter- or intra-line.

—Consideration should be given to the setting up of geographical car-distribution pools so that predictable business may be handled with the fewest possible cars.

● **Predicting the load.** Throughout its report, the committee leans heavily on the predictability-of-traffic factor. As one example, the group cites the case of a Great Northern box car which might arrive in St. Paul with a

General Custer never took a stand on "Roller Freight"

He never had a chance to.

"Roller Freight" didn't come around until 1923. Besides, the general was too busy clearing the path for the new-born Northern Pacific Railway Company.

It was in 1956, two years after introduction of the Timken®"AP" bearing, that Northern Pacific took a stand on "Roller Freight". And said "Yes!"

This step put Northern Pacific among the first to make the switch to roller bearings for modern, high-speed freight cars. It is only one of many ways Northern Pacific is thought of as a progressive, modern railroad. Modern and progressive, too, in the sense that in 1964, it plans an expenditure of $34.5 million in its long range improvement program.

Today, on its 100th anniversary, the Northern Pacific has several thousand modern freight cars on Timken "AP" bearings alone. The prime reasons: ruggedness, dependability and operating economy. Somehow, we feel General Custer would have approved.

Happy anniversary, Northern Pacific!

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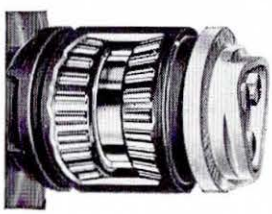

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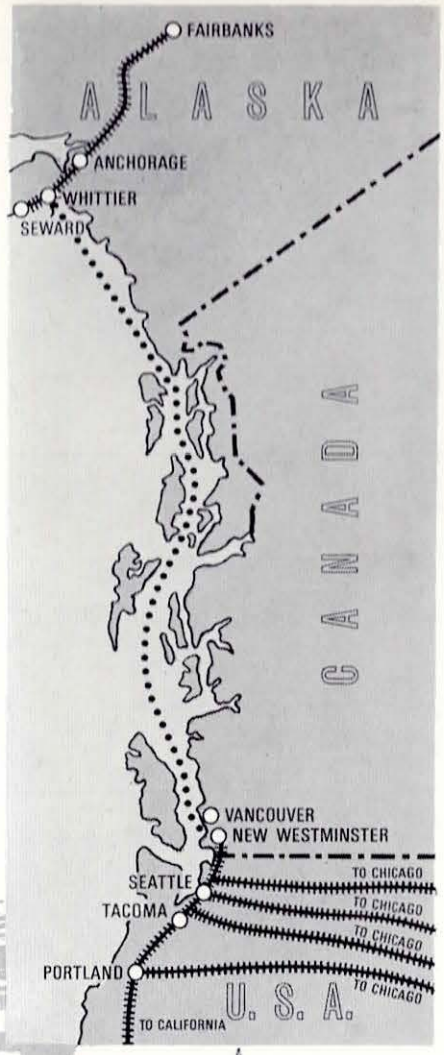

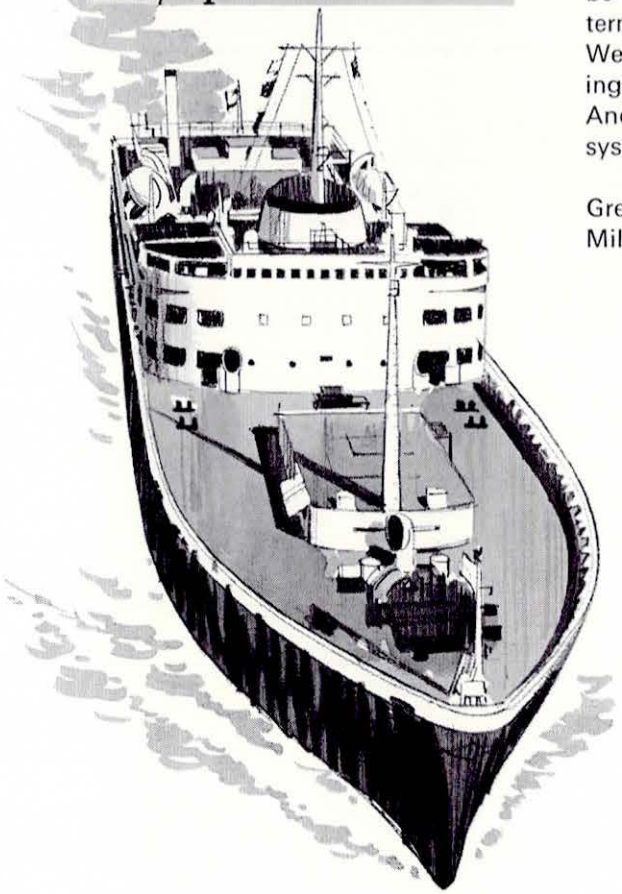

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FASTER FREIGHT SERVICE TO ALASKA

Streamlined trainship "Alaska" soon will begin freight transport service between New Westminster, B.C. and Whittier, Alaska.

An accelerated freight service between the mainland of the United States, Canada and Alaska is scheduled to go into operation in early June.

Vital link in the service will be the modern, streamlined trainship, the "Alaska".

This fast-moving ship (18 knots) will handle up to 56 loaded freight cars on a roll on-roll off operation. Cars will be carried on enclosed decks, affording protection from water and weather. The schedule of the "Alaska" will be substantially faster than existing rail-water facilities.

Interchange from rail to sea-going carrier will be handled by Delta Alaska Terminals, Ltd. at new terminal facilities nearing completion near New Westminster, B.C. Whittier is the Alaskan connecting point, with service on the Alaska Railroad to Anchorage, Fairbanks and other points on that system.

Rail movement of cars will be handled by Great Northern, Northern Pacific, Union Pacific and Milwaukee railroads.

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St. Paul, Minnesota
Phone: 222-7773

load of lumber: "It may take two weeks to line up a return load via GN. There may, however, be a load lined up immediately via Northern Pacific. Would it not improve utilization substantially to have a pool record for individual areas into which the arrival of each car would be fed? The car would then be available to the first railroad that secured a return load to the vicinity of the car's original loading point."

Balance, the committee believes, could be achieved. Next time around in the GN-NP example, it might be an NP car returning via Milwaukee—and the time after that a Milwaukee car returning via GN.

To carry the projections a step further, the committee notes, "suppose a given area is predicted to receive 80 cars of lumber next August and that 50 cars of miscellaneous return loads can be expected. Carriers could program to return up to 30 cars empty as soon as unloaded, probably by reverse routing, though this could vary in light of what was optimum for the total operation of all railroads participating in the traffic. A few of the 30 cars could be placed in a reserve pool to take care of fluctuations that would occur from one day to the next. The remaining 50 cars could be sent directly from unloading to the first road that had solicited a return haul."

● **Scientific approach.** Such a program, Mr. Loftis' committee believes, would result in the cars of any railroad being shifted scientifically among all the railroads serving the territory of the inbound load. Key to the whole operation: predictability.

Computer control

So far as the committee is concerned, there is no insurmountable problem involving availability of information, lessening of competition, or difficulty of application:

"Such predictability should be quite accurate with the knowledge and history that railroads have of their carloadings. Today's computers should make it feasible for a control function to shift cars quickly and inexpensively from unloading on one road to reloading on the same or another road.

"This procedure should in no way diminish competition between railroads. Each road would have to sell just as hard as it does now to get each carload. Competition should be no less intense than it is today on, for example, the Chicago-Denver piggyback traffic between railroads drawing on a common pool of TTX cars. Every carload in both directions would still have to be solicited.

"Such a plan can initially be put into operation on special equipment only—in a few experimental areas. It does not depend on application to all cars in all areas in one immediate step. It can provide benefits while being developed on an orderly basis."

● **Varying handling methods.** In its road-by-road survey, the committee turned up enough information to hint strongly that there has been no real shakedown yet in methods of handling specialized equipment.

Only covered hopper cars, for instance, were categorized as "special" by all reporting roads. Percentages of car fleets classified as special ranged from 4% to 47%. And replies to several questions "gave indication that one of the problems of utilization may be lack of knowledge of what is being done with such equipment."

Discard traditional ways

Operating men participating in the survey, however, did not lack for ideas on how distribution and return of specialized equipment can be improved and/or handled at lower cost. Among the proposals:

—Take advantage of all car-utilization opportunities which electronic devices can provide: "Throw away the crutch of traditional ways of doing things and substitute new ways geared to today's more complex operations."

—Take advantage of mechanized data-processing capabilities to phase freight-car repairs so as to maintain equipment at the highest possible level with the least disruption of scheduled or seasonal peak movements.

—"Weld existing facilities on individual railroads into patterns that will provide around-the-clock control from one center to a road's fleet of special equipment. Combine perpetual yard inventories with IBM paper-tape readers and computers to produce a daily, complete report on all special equipment—matching this against an equipment register on magnetic tape to provide adequate information for the special-car control system."

—Establish a universal numbering system—a Zip Code for freight cars—to eliminate the time-consuming job of looking up type of car and assignment, car dimensions and capacity, area to which car is to be returned.

—Maintain better records of foreign cars being routed to loading points in order to cut off the inflow when an adequate supply is on hand.

—Give the same priority to returning empties as is given to delivering loads.

—"Wipe out the old fallacy that demurrage is a form of revenue—and campaign on the fact that the railroad's primary function is to move traffic. . . . Railroads may have to come to demurrage-in-reverse—may have to go so far as to pay a penalty to the customer if they fail to deliver shipments at a specified time. Carriers might find that they made money doing so—because such an arrangement would surely put them on their toes to deliver the goods."

—Set up the machinery for giving the customer prompt notification of arrival and spot of empty cars for loading, where such notification can be beneficial. Especially, provide prompt notification of the arrival and spot of loads.

—Emphasize the importance of shippers' pre-billing reverse movement of special equipment that the customer wants returned empty by reverse route.

● **Needed: New ideas.** Attitudes expressed in the special-equipment report—particularly those relating to the need for accepting new ideas—carried over into several other superintendents' reports.

'Self-starters' needed

A committee headed by R. H. Shober, superintendent, Great Northern, dug into the problem of improving superintendents' effectiveness — and came up with this comment:

"The matter of logistical review and technological experimentation is a necessary ingredient to the modern superintendent's success. This calls for progressive and fruitful altering of some cherished traditions. All too often, superintendents are unwilling to risk putting their reputations on the line, for fear of trying and failing. Either they have not been encouraged by their superiors or they are inherently provincial in their outlook. We suggest that all superintendents should recognize the need for developing new ideas from the ground up. We note with some concern the reluctance exhibited by the great bulk of railroad employees to initiate procedural changes born of research and proven by outside industry. Too great a number of procedural changes are brought about through the medium of directives from the top down. It's time for superintendents to recognize their role as self-starters." ■

Wabash's "Roadrunner," new solid piggyback train between Chicago and St. Louis, pulls out of the road's St. Louis yards on its maiden trip north—a trip which ends about 280 miles and 6½ hours later on Chicago's south side.

The first trailer goes aboard Chicago & Eastern Illinois' "Southwest Piggyback Flyer" at Chicago under the watchful eye of the road's top TOFC officers: Frank McVoy (left), manager, motor freight department; H. R. Osmond (center), executive vice president; and William E. Peake, vice president-traffic.

Overnight service by hotshot piggyback

Wabash and the C&EI are now providing passenger-fast runs between Chicago and St. Louis.

How do you set up an all-new freight-train schedule—one that offers premium specialized service at something approaching passenger-train speed and dependability? You study traffic patterns, traffic potentials, equipment and motive-power availability, operating costs—and then, like Wabash and Chicago & Eastern Illinois, you add up the pros and cons. And put the schedule into effect, when you find the pluses overwhelming any minuses.

That, essentially, is what happened several weeks ago, when both roads began running hotshot solid piggyback trains over the Chicago-St. Louis route. Wabash calls its special the "Roadrunner," C&EI's tag is the "Southwest Piggyback Flyer." And, while the primary aims of the two roads' moves may differ a bit, results—speed and success—have followed similar courses.

● **Service and speed.** Wabash set out principally to provide an efficient overnight TOFC service between the two major cities—for shippers who wanted to have trailers out in the evening and delivered before the opening of the next business day. C&EI tied its operation to a Chicago-Southwest service, using Cotton Belt, Frisco, Missouri Pacific and Katy beyond St. Louis.

Wabash schedules, the faster of the two roads', came into being after exhaustive studies conducted by officers of both the operating and traffic department. Considering previous TOFC growth and the potential indicated by studies of highway-traffic reports, the road concluded that piggyback business "could be increased considerably if a first-class freight train comprised solely of piggyback could be developed." Traffic Vice President John A. Barrett presented the study conclusions to President Henry W. Large—and, on May 19, the "Roadrunner" hit the rails.

C&EI's studies showed similar potential. Shippers, said C&EI President David O. Mathews, were indicating an interest in an express TOFC service between Chicago and points in Texas, Arkansas and Oklahoma: "Shortly after we added a piggyback service March 1 as part of our regularly scheduled 10 p.m. freight to St. Louis—which connected with a re-scheduled MoPac train leaving for the Southwest at 10 a.m.—our volume grew to a point where it became necessary for us to make this move in order to handle the flow of business." Like Wabash, C&EI made its move May 19.

● **Expedited schedules.** Wabash makes the run, northbound and southbound, in 6½ hours—just 50 minutes more than the streamliner "The Blue Bird" requires. Southbound, cutoff time at Chicago is 8:30 p.m., for a 10 p.m. departure. Arrival at East St. Louis is at 4:30 a.m., with trailers grounded by 5:30 a.m. for delivery over the streets.

Northbound, the "Roadrunner" has an 8:30 p.m. cutoff at East St. Louis, for a 10:15 p.m. departure. The train arrives at the road's Chicago ramp at 4:45 a.m. Trailers are on the ground by an hour later.

Wabash is providing six-day-a-week service (except Sunday); C&EI's "Flyer" is a seven-day operation.

C&EI's trains take a bit longer over-the-road, but still make the run an easy overnight hop. Southbound, cutoff time at Chicago is 9 p.m., with departure at 10:30 p.m. The train arrives in East St. Louis at 7 a.m.

● **Noon-to-night run.** Northbound, C&EI runs a daylight operation. The "Flyer" departs St. Louis at 12:01 p.m., with arrival in Chicago nine hours later. Mr. Mathews calls the service the "first attempt to coordinate a schedule of a Chicago line with southwestern lines so freight arriving early in the morning from the Southwest will be on its way to Chicago in a matter of a few hours." Inauguration of the day train, he notes, also gives St. Louis-area shippers the option of choosing either morning or evening piggyback service to Chicago.

Both roads are highly optimistic regarding the traffic which the piggyback specials are expected to generate—despite the fact that U.S. Route 66 offers over-the-road truckers a speedway between the two cities. TOFC traffic for the "Roadrunner" during its first weeks, Wabash reports, was "better than we anticipated."

Wabash went into the project only after taking a long, hard look at shippers' needs—including both schedules and equipment—at both ends of the line. In each case, says Vice President Barrett, studies showed that a "fast piggyback train which would be assembled and would depart after normal closing hours would be highly attractive to shippers. And, if shipments could arrive in either city in time for the start of the next morning's business, this, too, would be highly instrumental in attracting new customers."

● **Factors in success:** Wabash's viewpoint on the operation: "We knew that if we could provide reliable and consistent service, this train would be a success. It is, in fact, operating as a first-class freight train—making the overnight trip in 6½ hours. Since we began operations, we have adhered to this schedule religiously—and we intend maintaining it."

For Wabash, this is the first pair of trains to be operated solely for piggyback. For C&EI, it's an extension of what has been an extremely successful operation between Chicago and the Southeast, via Louisville & Nashville and Atlantic Coast Line to and from Atlanta and Jacksonville.

Like Wabash officers, C&EI President Mathews also calls attention to the late cutoff time (southbound), the convenience of Chicago TOFC terminals and the high average over-the-road speed of the trains. These factors, he declares, "could provide the shipper with substantial savings, both in time and in dollars." ■

CN offers a fast, new 'Panorama'

New freight-train schedules aren't the only ones making news on the continent these days. Traffic and operating studies have also produced a new passenger-train schedule—the "Panorama," inaugurated last month by Canadian National, with special cars, special fares and special services for travelers.

Placed in service May 24, the "Panorama" is a deluxe train much like Canadian National's "Super Continental." It has equipment—club lounges, coach lounges, diners, sleepers and reserved-seat coaches—that is interchangeable with the equipment on the "Super Continental."

● **Glass-top cars.** Full-length glass-topped lounge cars in the consist of the "Panorama (first new transcontinental passenger train to be placed in service in Canada since 1955) were the first such cars to see service north of the border.

The "Panorama" leaves Montreal at 10:15 p.m. and arrives in Vancouver 9:30 p.m. the second night. Eastbound, the "Panorama" leaves Vancouver at 10:30 p.m. and arrives in Montreal at 10:45 p.m. the second night.

Pierre Delagrave, CN vice president of passenger sales and services, said the decision to put on the "Panorama" resulted from increased passenger business secured with CN's red, white and blue fares (RA, May 18, p. 20) during what is normally the passenger off-season, fall and winter. CN's reasoning? The "Panorama" will be needed to handle a greater upsurge in traffic during the summer when travel is normally high.

● **Special services.** In addition to red, white and blue fares, the new train will feature hospitality coffee hours, children's play periods, reserved dining-car seating, free pillows for passengers in coaches, coach attendants and also a schedule benefit for travelers wanting a 10-hour stop at Jasper, Alta. They can stop for a sightseeing tour of the attractions in Jasper National Park and then resume their trip on CN's "Super Continental" later the same day.

Shortly before the "Panorama" went into service, CN announced the purchase of 10 glass-topped lounge cars from the Milwaukee.

R. S. MACFARLANE TALKS ABOUT

NP's next hundred years

Population growth, and development of industry and natural resources, should mean boom years for the Northwest and NP.

For both Northern Pacific and its president, Robert S. Macfarlane, 1964 is an anniversary year. NP is 100 years old, Mr. Macfarlane—lawyer and former public official—is starting his third decade with the railroad. Here, talking with Railway Age Western Editor John Mitros, he looks on to NP's next century—and ponders the new demands railroading is making of its men today.

Q. Mr. Macfarlane, you must feel a great deal of pride in Northern Pacific as the 100th anniversary of the railroad approaches. Do you have any visions of what your successors might be looking at 100 years from now?

A. Yes, I do have a great deal of pride in the accomplishments and the achievements of Northern Pacific over the first 100 years. As to what the situation may be during the next 100 years—that would require the prophecy of a seventh son of a seventh son.

I do think that service is going to be consistently and continuously speeded up. I think that railroads will make great progress in improving their roadbeds, in their terminal operations—which consume far too much time under present operating procedures. I think that rail service will be more closely geared—and the gearing will change as needed over the years—to meet the specific requirements of the area or the industries that a carrier serves.

I do *not* foresee an end to passenger service. As a matter of fact, I feel that the trend from today's present low point can well be upward. This applies not only to mass transit but also to the need for intermediate and local passenger service on such a railroad as ours.

There are going to be great developments in technology, in electronics and the application of electronics to railroad operation. There will be a vast extension of CTC—I think it will become almost universal. There will be great improvements in motive power. The power that will be used 100 years from now has not yet been dreamed of or invented. I think there will be vast changes in railroad equipment, to tailor it still more to meet the requirements of the shipper—and railroads will compete vigorously with each other in trying to design and furnish the best possible equipment. I think there will be a great development in containerization and that will become, in a great many areas, a standard method of moving traffic. Just as the bi-level and tri-level cars brought automobiles back to the rails, I think that great advances will be made in other forms of equipment which will also return to the rails the traffic that has been lost. In other words, the trend toward tailoring equipment to traffic will accelerate in the years ahead.

Q. With or without merger, of course, there'll always be a Northern Pacific. Do you see any future expansion in NP's present rail network?

A. That will depend upon developments within our territory. The Northwest, the Pacific Northwest, has been a rapidly developing territory over the past several decades. Not many years ago, there was relatively small population in some of these states in the West. But that is rapidly changing.

Where there is a need for rail service, we'll be happy to provide whatever trackage is necessary. This year, within the last few months, we completed a 5-mile spur in the Rocky-Mountain area in order to serve a new phosphate mine. I have no doubt that there will be other developments of that kind—and we're expecting to build new lines as needed to meet the requirements of mining and industry out in our territory.

I think basically that in the long-range view, the main line will be the most important part of a railroad. By that I mean that with good highways throughout all areas, much of the traf-

fic from points away from the main line will be taken to the rail head or the rail terminal by truck instead of being handled by infrequently used branch lines. But when the traffic reaches the rail head it will move from there by rail. Therefore, over the years ahead I foresee a combination of truck-rail transit either by trailer, by containerization or by hauling the raw material to the rail head for loading onto the rail car.

Q. Do you also foresee greater diversification of railroad transportation activities?

A. Yes. We consider that we are in the transportation business. We have, for example, a very large and important truck operation—the Northern Pacific Transport Company—operating under grandfather rights in Montana and having restricted certificates in other states where we operate. And while we are fortunate in having some grandfather rights, other railroads are not so fortunate. I think railroads should have unrestricted rights where it is in the public interest.

Q. You believe that government will some day relax its prohibition against railroad ownership of other modes of transportation?

A. Yes. I definitely think this will happen, because it's in the public interest—and the overriding test in a question of this kind is the public interest.

Q. Another aspect of Northern Pacific's operation which is of great interest, Mr. Macfarlane, is NP's non-rail interests. Do you see any change in the company's non-rail income in the years ahead?

A. That is very difficult to predict. We are trying to manage our properties on the basis of a perpetual sustained income. For example, an important aspect of our timber operations are tree farms, and we make our plans on the basis of a perpetual sustained yield from our forests. For some years we have been cutting timber on the basis of this sustained-yield program. By following that program we are going to be in the timber business 50 or 100 years from now to the same extent that we are today. This is in the national interest.

Q. What other changes do you see ahead for Northern Pacific as the Northwest becomes more populated and more densely industrialized?

A. We are going to see a substantial increase in population throughout our territory—which, in turn, means a substantial increase in industrialization, in the development of natural resources, in general business activities in the ter-

The first hundred

Northern Pacific, understandably, aims to do some talking about its birthday next month. July will mark the beginning of NP's centennial year.

NP's president, Robert S. Macfarlane, plans to personally tell important Northwest audiences about the centennial year (which begins July 2). He and dozens of other NP officers will modestly toot the railroad's horn at more than 60 speaking engagements before civic and business groups in NP-land on or about the day on which, a century ago, President Lincoln signed the charter that created the Northern Pacific.

Notes Mr. Macfarlane: "The talk we plan to give tells about the early years of the railroad and the problems encountered in its construction and development. It ties in closely with the history of the Pacific Northwest and with the history of many towns on the line which practically owe their existence to the Northern Pacific."

● **Telling the tale.** NP's centennial story also is being aimed at bigger audiences through a massive advertising effort and a special recording commissioned by the railroad for its centennial year.

Newspaper advertisements in all of Northern Pacific's important cities will appear on July 2 carrying the story of the railroad's centennial. Publicity kits on the centennial will be sent to almost all newspapers, radio and TV stations and other media in the railroad's territory both on and off-line. Releases will also be sent to consumer and trade magazines.

Most of all, however, NP's story will get out to the millions of people in the Pacific Northwest through the special recording. Some 25,000 copies of the record will be distributed this month to radio stations, schools, libraries, shippers and influential citizens.

The recording, produced in New York, features stage and screen star Raymond Massey, supported by a cast of stage personalities. Impressively scored and narrated (the music and words were especially commissioned by NP), the record outlines in music and dramatic vignettes the NP's early history. It features eleven different songs, including authentic Indian music from a record in the Library of Congress.

It covers events from the Lewis and Clark expedition in 1804 (they traveled the route which, roughly, was later surveyed for NP's lines) to the present time. Portrayed are five U. S. Presidents who, in one way or another, had a finger in Northern Pacific history: Thomas Jefferson, Abraham Lincoln, U. S. Grant, Theodore Roosevelt and Franklin D. Roosevelt.

● **History dramatized.** The record dramatically presents the rugged years when NP was being promoted. It covers the Civil War, the years after the Civil War when the NP, like many other Western railroads, recruited in Europe settlers for its territory, and the moment when the NP's road gangs building westward and eastward, met, on Sept. 8, 1883, at Gold Creek, Mont. (where NP's final spike was driven by General Grant and by Crow Indian chief Iron Bull). NP's progress since reorganization in 1893 is presented in terms of NP service to its territory.

Distribution of the recordings is aimed at complete saturation of the railroad's territory, plus important off-line cities. Walter Gustafson, NP's manager, advertising and publicity department, notes: "We have a good story to tell—a story whose importance to the very existence of the Pacific Northwest can hardly be overestimated. We want to let people know of the substantial contribution NP has made to this territory this last century.

"We plan to have this major point made by our top officers when they address important meetings in our territory about the time of our centennial date. Mr. Macfarlane, for instance, will address a meeting in St. Paul July 2, one at Spokane July 9, and another at Tacoma, Wash., on July 11. Other officers will have speaking schedules. Our newspaper advertisements and our special record will carry our centennial story to mass audiences."

Mr. Gustafson says that NP's centennial effort will continue through the year "in a minor way after the big spate of speeches, ads and recording use," with small reminders like centennial emblems on match books, menu covers on NP passenger trains, and on NP mail.

'I do not foresee an end to passenger service . . . I feel that the trend from today's low point can well be upward.'

ritory. We are going to play our part, in partnership with all the communities we serve, in bringing about this development and sharing in it.

Q. There should be a considerable rise in Northern Pacific business as this occurs?

A. I should think so.

Q. What measures are being taken by NP to guide and direct this?

A. We have a very competently staffed Properties and Industrial Development Department that manages our industrial lands, timber lands, mineral lands and iron-ore properties. This department includes men who are expert in the real estate field, geologists, industrial engineers and others. They are aggressively active in bringing industry into our territory and developing the resources that we find available. While it's not a part of the same department, we also have our Oil Development Department which specializes in handling our oil operation.

Q. For the foreseeable future, then, you see a busier, more prosperous time ahead for NP?

A. Yes. I think that is demonstrated by the figures over the past years. We have had constantly increasing traffic, and our net income has been increasing right along. I feel very strongly, however, that our proposed consolidation with GN, Burlington and SP&S is in the public interest, because it will enable us to give even better service to our shippers and to the territory that we serve. Better car supply, faster train service, more efficient operations, more flexibility and more capability for performing a better job—it all adds up to the merger being in the public interest.

Q. Mr. Macfarlane, to turn for a moment to the railroader himself. In the years ahead, what demands are going to be made of railroad people in terms of education and experience? What do you think their opportunities and careers are going to be like?

A. I think we are going to need highly educated and competent leadership. It is certainly true that the operation of any business—and particularly the railroad business—has become extremely complex. The problems are getting to be ever more difficult. We need the highest order of competence in order to move ahead as an industry. Now I have never believed that only the man who has a college degree is competent to do a job successfully and effectively—but he does have more tools, more equipment, to work with these problems that face us and to try to find the best solutions.

I think the railroad industry is an exciting industry. I came from outside of the industry in 1934, and the president of Northern Pacific then said he thought that the railroad industry might well be in government ownership in a few years. There was some question in his mind as to whether going into the railroad business was a wise decision. Nevertheless, I decided to do it. I have never regretted it for a moment.

A great deal depends upon what the developments may be in the industry, but certainly the opportunity for a keen mind and an ambitious person is just as great now as it was in the middle of the last century when the railroads were developing so rapidly. I would never discourage anyone from going into the railroad industry. I think opportunities here are just as great as in any other industry.

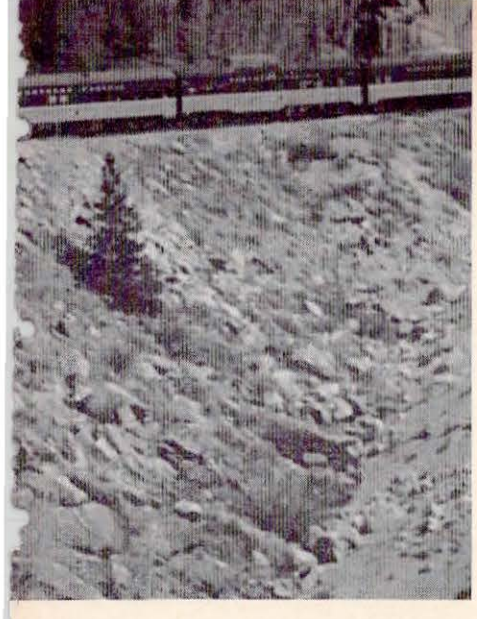
Q. Mr. Macfarlane, do you foresee any change in the manpower mix that railroads will use in the years ahead?

A. Yes. I think that more skills are going to be required, not only in the railroad business but in every business as the years go by. The opportunity for the unskilled has become less and less in American life. We see evidence of that all around us. But there's full employment for the skilled.

Q. How quickly do you imagine that semi-automated or fully-automated train operations will start appearing in this country, or on the NP?

A. That is a difficult question. I think it will be a gradual process of trial and error. I think there will be an increasing degree of semi-automation, but I think it's going to be a great many years before you will see what is sometimes described as a fully-automated train service. There again, however, any general question receiving a general answer doesn't point up individual situations which may arise. For example, the shuttle service between Times Square and Grand Central is, for all practical purposes, fully automated. But to what extent there would be fully-automated service out in the West, where we are serving many small towns and communities, or to what extent it may develop there, is a wholly different question.

Some of the factors that bear on this, of course, are the pure economics



NP men learn what makes politics tick

Railroad courses on workings of the political process, how government decisions are made, have proved to be valuable.

involved. If the price of labor goes so high that it becomes more economic to invest the huge sums that are required for automated train operation, you are going to see it sooner rather than later.

Q. You mentioned NP's serving small towns out West. Has NP been undertaking a consolidation of agency work?

A. Yes. Where it is feasible and practical we have consolidated agencies, and one agent might take care of two adjoining towns, perhaps 10 miles apart. We have also abandoned stations where the volume of business has decreased to the point that it isn't economically sound to maintain the agency. There again, each situation is studied separately and the answer found.

Q. One final question in this area: Do you imagine that the future may bring regional pooling of computers, shops, offices and other work that can be concentrated, thereby linking up the nation's rail systems in an information and technical network? Do you think joint facilities of that sort may be developed?

A. I think there are going to be developments along this line. Here again, any general answer may lead to a wrong conclusion. For example, if a railroad has shops well situated, efficient, operating close to capacity, there would probably be little or no saving in trying to consolidate shop activities from widely scattered areas involving several railroads. On the other hand, in car accounting, for example, I think that consolidation of accounting may ultimately be done on a regional and possibly on a national basis. It seems to me that car accounting particularly lends itself to a pool operation, or a pool of machines, so that this activity will be wholly done by a joint agency more efficiently and at less cost.

Q. Mr. Macfarlane, as a lawyer, former judge and politically active railroad officer, you're almost uniquely qualified to comment on the need for railroad men to participate in government at every level. Have railroad men in recent decades gotten a fair shake—say as fair as the truckers have gotten—from city, county and state as well as federal government agencies?

A. No. I do not think that we have effectively or adequately told our story. But this answer would be misleading unless I said that I think there has been a constantly increasing activity over a good many years in this area. I think today's railroad executive has a full realization that government plays a large part in industry decision-making. Often, in the operation of a railroad, the first order of business of the chief executive could well be, and often is, its relationship to the various government bureaus, with Congress and with the Executive Department in order to better cope with the problems that are facing the industry.

I feel very strongly on this subject. I have been told very often that we should be even more active in Washington, in the state capitals, in the various municipalities which we serve. There is a limit to the amount of time anyone has, but I would regard this as one of the most important activities of railroad officers up and down the line.

Q. Are you saying that railroad officers down to and including, say, trainmasters and yardmasters, should be politically active?

A. Very much so. As an example of what I mean, over a period of years the Northern Pacific actively carried on what we call political-participation courses for NP officers and employees who are interested. These courses are voluntary and non-partisan. It isn't a question of entering into Republican or Democratic political activities, but rather of learning what makes the political process work and how government decisions are made. Then we encourage our officers to become active in the party of their choice.

As a result of the training in our political-participation courses, we have men who are active in both major parties and who have a keen appreciation of how things are accomplished under our form of government. In addition to that, throughout our railroad we have developed a group of officers from all ranks and all levels who work together locally in bringing to the attention of local officials, state officials and the Congress, the problems of our industry and the suggestions which we have for legislation and which we believe to be in the public interest. This is a separate and an unusual organization, because it includes section men and clerks and trainmasters and vice presidents—every level of Northern Pacific's official family.

Q. In other words, NP encourages its officers to know politics?

A. We insist that our officers know the government officials in their territory.

Q. Mr. Macfarlane, trucking and automotive interests are always strongly represented at state capitols and are usually able to get what they want. Is there any way railroads can counteract some of this state activity by the truckers which seeks to change the ground rules under which both compete—things like legislation to increase truck lengths, axle loads and so forth?

A. Without specific reference to the matters you refer to in your question—it isn't just a thing of being negative or against something. I think railroads should take a long, statesmanlike view of any proposal and not be against something simply because a competitor is for it. Where we have a situation in which we should be actively making our viewpoint known on the merits of the case, we can do a more effective job. I think all of us, as the years go on, have to do a better job in order to promote our own causes so that every-

body understands them. Speaking only for myself, at every opportunity I have, I try to explain the railroad situation and the railroad picture.

Q. What needs to be done for the railroads to get some measure of rate freedom in the future? Should the Harris bill be revived or should the industry draft a new bill?

A. I think this is up to the Administration and the Senate and House committees to do what they think is in the public interest. I do not want to support any legislation that is not in the public interest. I think that what the railroad industry is primarily interested in—and which to me seems fair—is that we should have an equal competitive opportunity. I don't think that we should have any advantage of any kind over our competitors, but I know of no justification for the philosophy which has existed for so many years that for some reason or other we should be regulated to a very great extent and our competitors not regulated. This is particularly evident out in our territory, where we handle agricultural commodities. We are fully regulated in handling agricultural commodities. The truckers are unregulated in handling agricultural commodities. That's unfair. It's discriminatory. It's un-American. It should be done away with.

Q. The same feeling applies to bulk commodities?

A. Yes.

Q. Would you say that it's better for the railroads to be on the political offensive rather than being, as they have been for so many years, on the political defensive, always trying to oppose other people's legislation instead of promoting their own?

A. I think the answer to that is obvious. I think the railroads, acting through the Association of American Railroads, have tried to take affirmative positions and affirmative action. Too often, the industry is in the position of being against something because some group is trying to have legislation enacted which is adverse to our interests and, we believe, adverse to the public interest. We would be in a much stronger position if we could have it understood and make it clear that we are taking affirmative action. We have taken affirmative action within the industry. We realize, of course, however, that these are matters that are often within the control of the Senate and the House Commerce committees. We have to work with them, achieve the possible and not try to go after the impossible.

Q. Would you say there is a need for supporting in elections men who favor railroad positions?

A. The answer, of course, is yes. But I am not so narrow-minded as to think that a man's voting for or against a given bill, on which I may have a personally different opinion, is a decisive factor. I am more interested in seeing able, responsible men of integrity and fairness in public office, and I'll take my chances in getting a good program accepted.

Q. This problem exists more at the state level than it does at the national level. Trucker interests and automotive interests try to improve their legislative chances by carefully promoting people they want in office and helping defeat people they don't want in a state legislature. You don't think that the railroads should get involved in that sort...

A. No, I don't. I have never done it myself. I don't think it is the right way for a democracy to effectively operate. The basic issue is always what is in the public interest—and if you can show that what you are advocating is in the public interest, you have a fair chance of having it adopted. If it is against the public interest, even though it may favor your industry, you should be against it. In other words, railroads should be more politically oriented in the future, but they should be so with integrity and with vision.

'What the railroad industry is primarily interested in—and which to me seems fair—is that we should have an equal competitive opportunity.'

Q. Do you think there is now an increasing awareness at the local level of the importance of the railroads to the community—especially in view of the fact, for instance, that many states and local communities are easing up on ad valorem taxes. Do you think this represents a favorable trend, a more favorable climate developing for the railroads?

A. I think the railroads play a very large part in the economic life of most communities. It is certainly true in the area that we serve. We keep reminding the people of the part we play.

Q. Has there been some response in this area?

A. Yes. There is a recognition on the part of a great many public officials that for a long, long time the railroads have been treated with considerable discrimination and perhaps unfairness. Perhaps it was a left-over from the days of the so-called robber barons of several generations ago. In any event, I think there is a genuine desire on the part of public officials to see that the railroad industry is fairly and equitably treated.

Q. Should political activity be left to happenstance in a large railroad organization or do you think that this is something which should be directly supervised by the president himself or another officer specifically directed to do so?

A. It should be coordinated and organized and follow a generally understood policy so that it has the support, the blessing, of everyone from the section boss to the president. If the chief executive officer of a company is not interested and is unwilling to do his part and his share, you'll find the same situation throughout the organization. If the situation is understood and is supported with some enthusiasm, you'll find it permeates the whole organization. In American business generally, it's been too often the case that when a problem arises you hire a, b or c and say "now that's taken care of." That doesn't take care of it at all. These duties and these obligations can't be delegated. It isn't just the president that

I am talking about. I am talking about all the vice presidents and all of the other officers in the company.

Q. And this is a continuous process?
A. That's right.

Q. In the context of railroad legislative programs and efforts, do you feel there is a need for either a new Railway Labor Act or some considerable amendment to the present Act in the light of events of the last five years in the work-rules controversy?

A. There has been almost a breakdown in the Railway Labor Act. It was originally anticipated and expected that after the procedures set up in the Railway Labor Act had been pursued to a conclusion and an emergency board filed its report, public opinion would firm up in favor of the report. The thought was that both parties, as responsible leaders in management and labor, would accept the determination of such an independent board. But it hasn't worked that way. The intent of the authors of the Act has never been achieved. The result is that disputes land in the White House. That was never intended by the authors of that legislation, and I think basically the Railway Labor Act has failed for that reason.

I would like to hope that management and labor could achieve the hopes of the authors, and that both sides will be willing to accept the recommendations of a President's emergency board. But, everyone knows what has happened. I think that in every instance since that legislation was adopted, management has accepted recommendations made by an independent Presidential board—and I think the organizations have almost uniformly declined to accept. That's not helping to solve the management-labor problem in our industry.

Q. In light of this, Mr. Macfarlane, do you believe that the collective bargaining process came out of the work-rules case unharmed?

A. We'll soon know, I suppose. The obligation faces labor and management to bargain and to achieve a fair and reasonable result. That situation may not be very long in coming about. There's got to be responsible action on the part of both management and labor at all times and in every respect in this area. Next time there's an emergency board appointed by the President of the United States, I want to see whether or not the labor organizations and the management group will accept its recommendations and thus carry out the intent of the Railway Labor Act. I want to see whether the President

(*Continued on page 34*)

RAILROADING AFTER HOURS WITH JIM LYNE

BEAR-HUNTING PIPEFITTER—On June 8, 1953, three Pennsylvanians arrived in the Gaspé area of Eastern Quebec, in a light truck, bent on hunting bears. Instead, the bears hunted them. The leader of the party was Eugene Lindsey, a pipefitter at the PRR's Altoona Works. With him were two young men in their late teens, one of them Lindsey's son. Not many days after their arrival in the Gaspé area the three hunters disappeared. Their remains, badly chewed by bears, were found a month later—but there was also evidence that at least one of them had been shot.

Who did the shooting? The provincial police and prosecutors believed a local prospector named Coffin was the guilty party. He was duly tried and convicted and, in February 1956, he was hanged. But that was only the beginning of the "Coffin affair."

There are Canadians who believe the wrong man was executed. A free-lance Canadian writer, Jacques Hébert, has written two widely circulated paperback books on the case, which make lively reading and offer pretty persuasive evidence in Coffin's defense. Author Hébert suspects that the real killers may have come from Pennsylvania where, it is said, the victim Lindsey may well have had some enemies. (He was a money-lender as well as a pipefitter.)

Anyhow, there has been a royal commission on the job in Quebec for weeks now, sifting the evidence. The Canadian authorities are zealous to assure the safety of visitors—and a lot of civic-minded Canadians appear to be no less zealous to see that justice should not go astray. In spite of frequent assertions to the contrary, people on this continent are predominantly conscientious.

NEARLY-FAIR COMPETITION—It's an unusual experience to hear of a mammoth new highway project which seems to confront railroads with a minimum of inequitable competition. I am thinking of the 17.6-mile bridge-tunnel project connecting Virginia's Eastern Shore with the Norfolk area, which ought to help a lot to increase business activity in that area. SAL's Ed Rachels has generously supplied me with a descriptive booklet and two issues of a local Virginia magazine, Commonwealth, which set forth the details of this $200,000,000 venture.

The bridge-tunnel job does not parallel any direct railway service. Tolls will pay off the construction costs—with no contribution from the taxpayers. They didn't even put the bite on Uncle (Soft-Touch) Sam. The only things socialistic about the enterprise, actually, are that it will pay no property taxes and that its securities are tax-exempt. If even the least socialistic publicly owned transportation projects are to get such tax favoritism as this—what would be wrong with granting parallel tax favors to transportation improvements that are privately owned?

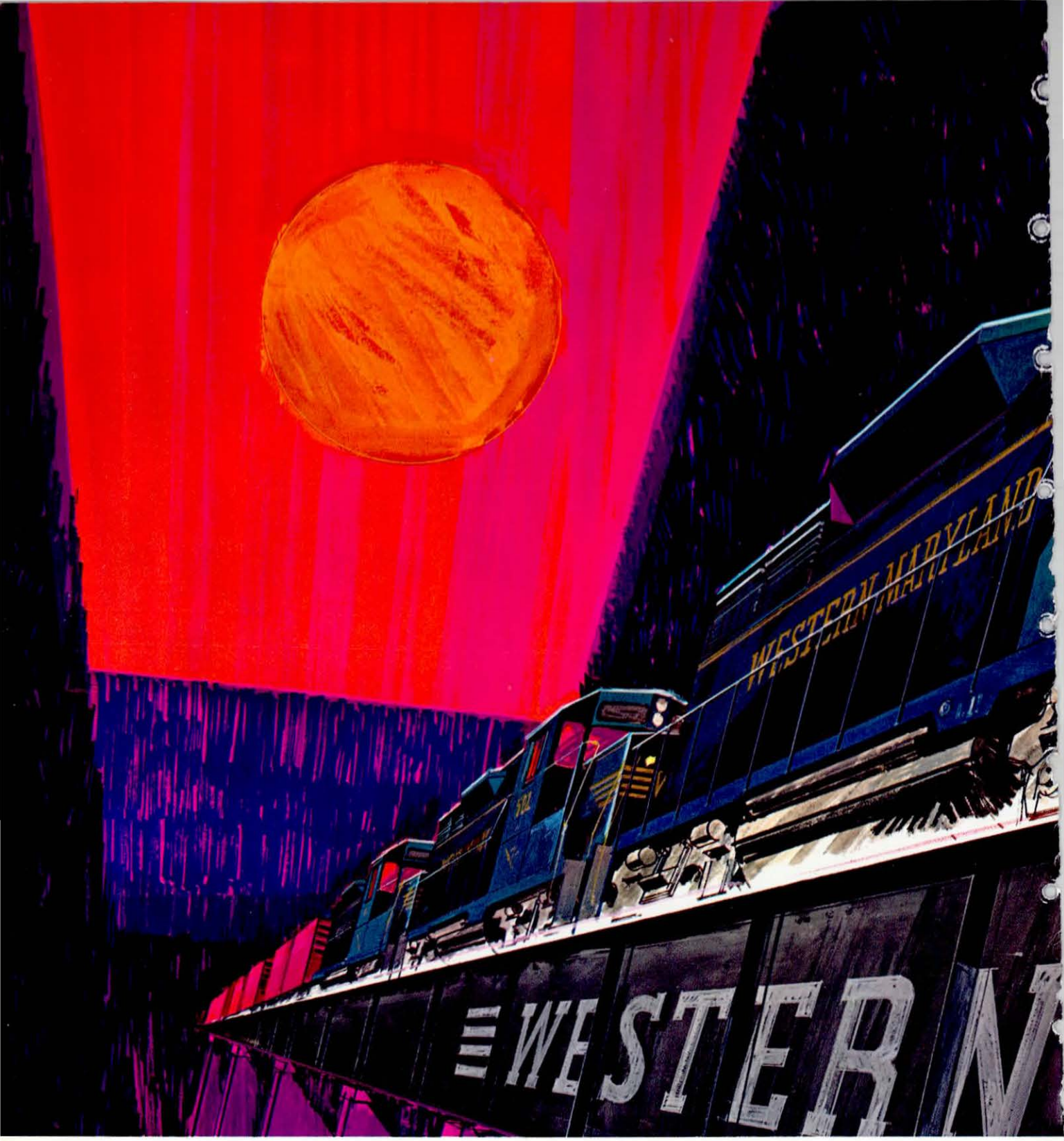
EXPERT FAULT FINDER—Before me is the text of a speech prepared by Robert Moses, head of New York World's Fair and the area's chief highway builder. The talk was presented to the National Highway Users Conference—which is not an organization noted for friendliness to railroads. Mr. Moses told his audience what, I suspect, they wanted to hear—namely that there ought to be a lot more highways than there are. He also said that:

"In recent years the railroads have not produced leaders with the ingenuity, courage and pioneer spirit of their founders."

Of the ICC, he said that it is "one of those curious floating kidneys, neither court nor executive agency, which bedevils the metabolism of the body politic." That isn't all he said that was critical, but people will put up with a lot from a name-caller who entertains them.

GETTING A SUPERINTENDENT'S MEASURE—One of the favorite observations of the late Professor Cunningham (his former student and my colleague, Walter Taft, tells me) was the means by which the capability of a division superintendent could be gauged. His means of measurement was as follows:

"The little superintendent is the big fellow up on top of the wreck, yelling orders constantly to the wreckmaster. The big superintendent is the little fellow on the sidelines who's on hand if his advice is needed, or to authorize actions that would go beyond the wreckmaster's authority."



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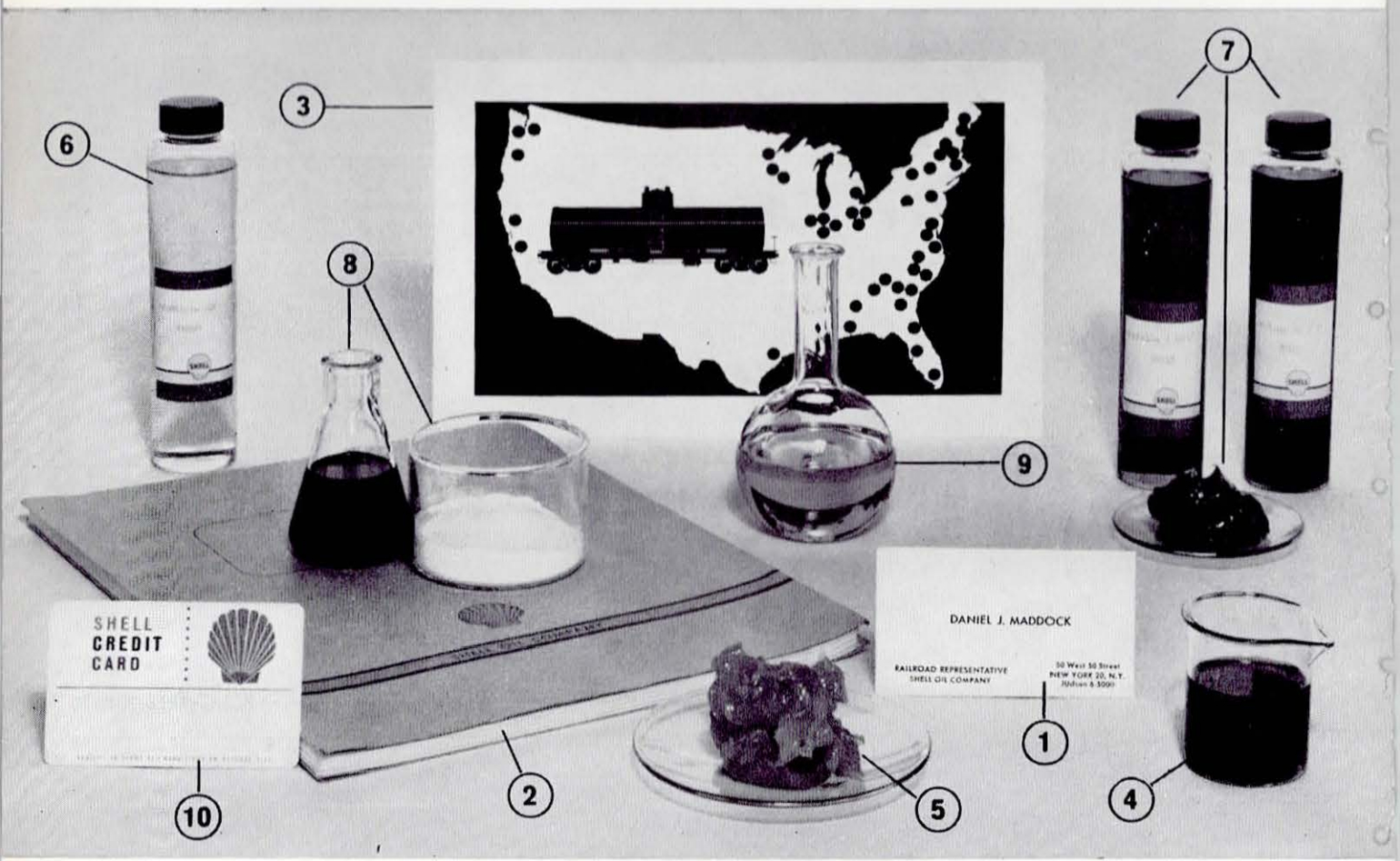

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Shell salutes Northern Pacific

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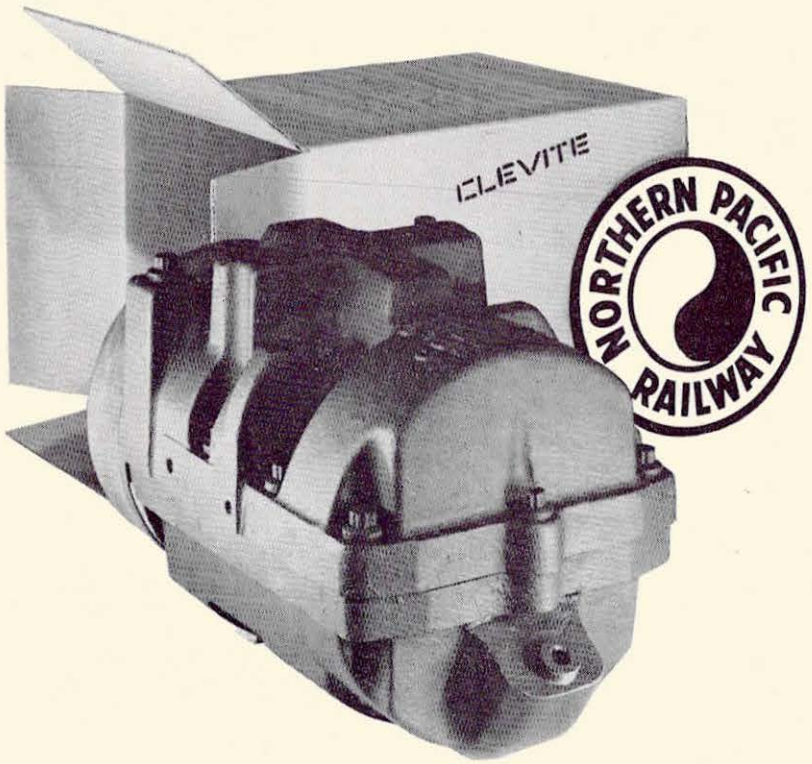

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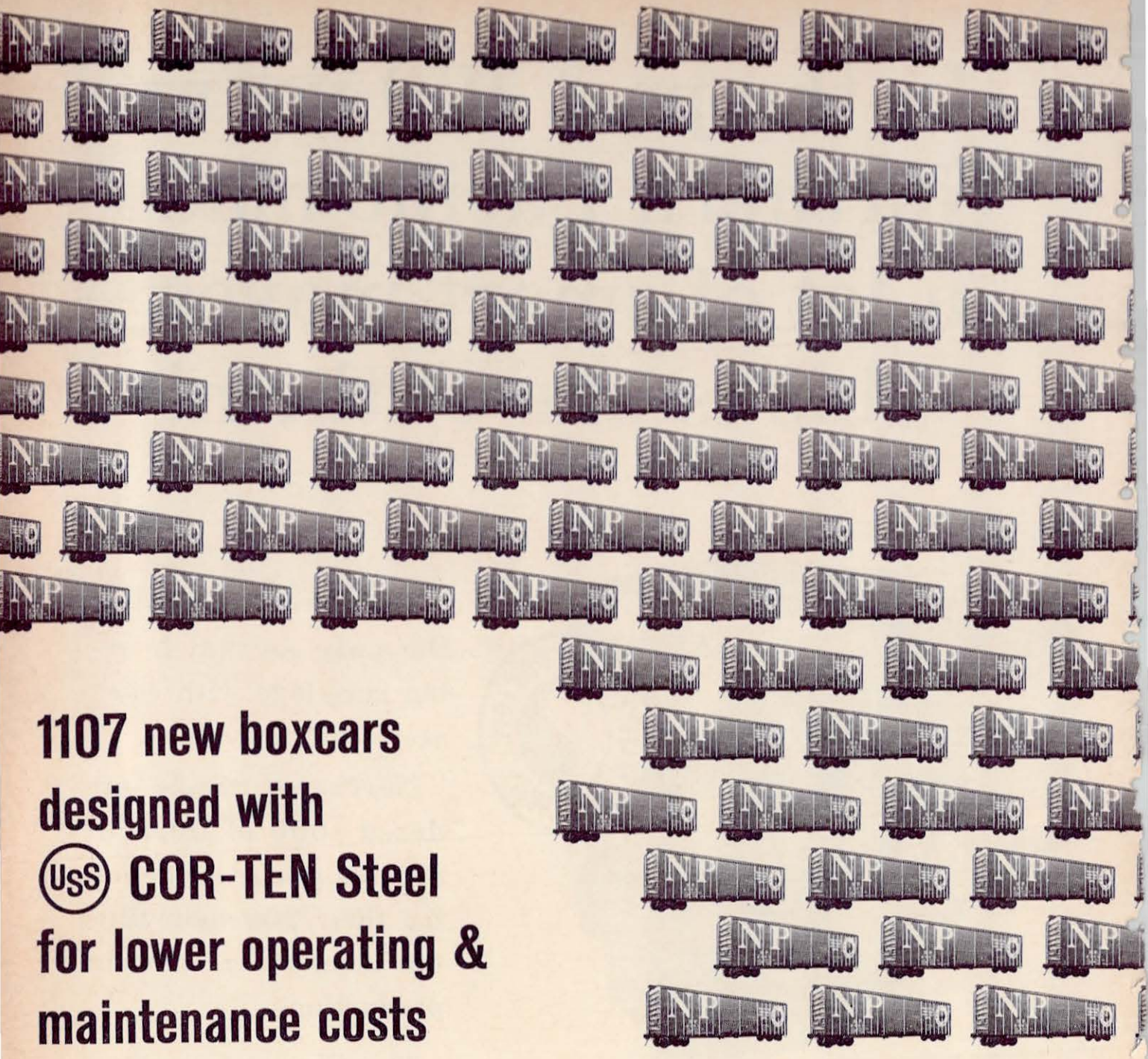

1107 new boxcars designed with (USS) COR-TEN Steel for lower operating & maintenance costs

Northern Pacific Railroad has completed building 1107 of these boxcars largely from high-strength low-alloy steels.

Each of these 1107 new Northern Pacific 50-ton boxcars will use about 7,300 pounds of USS COR-TEN High-Strength Low-Alloy Steel in the sides. COR-TEN Steel offers a yield strength of 50,000 pounds per square inch. It was selected for the sides because this strength combined with a superior resistance to atmospheric corrosion, impact, abrasion and fatigue meant lower operating and maintenance costs. This combination of qualities has made USS COR-TEN Steel the outstanding favorite for all types of railroad cars.

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USS COR-TEN Steel was selected for its added corrosion resistance and to impart greater durability to the cars.

Strength Spectrum of USS Structural Steels.*	Min. Yield Point, psi
A373 Structural Carbon Steel	32,000
A7 Structural Carbon Steel	33,000
A36 Structural Carbon Steel	36,000
A440 USS MAN-TEN High Strength Steel	50,000
A441 USS TRI-TEN High-Strength Low-Alloy Steel (weldability and toughness)	50,000
A242 USS COR-TEN High-Strength Low-Alloy Steel (atmospheric corrosion resistance, weldability and toughness)	50,000
USS EX-TEN 42, 50, 60, 70 High-Strength Low-Alloy Steel (best strength-to-cost ratio)	60,000 70,000
USS "T-1" and "T-1" type A Constructional Alloy Steels (Ultra-high strength, resistance to impact abrasion, atmospheric corrosion resistance, weldability)	100,000**

*For a given application, one of these steels is the most economical choice.
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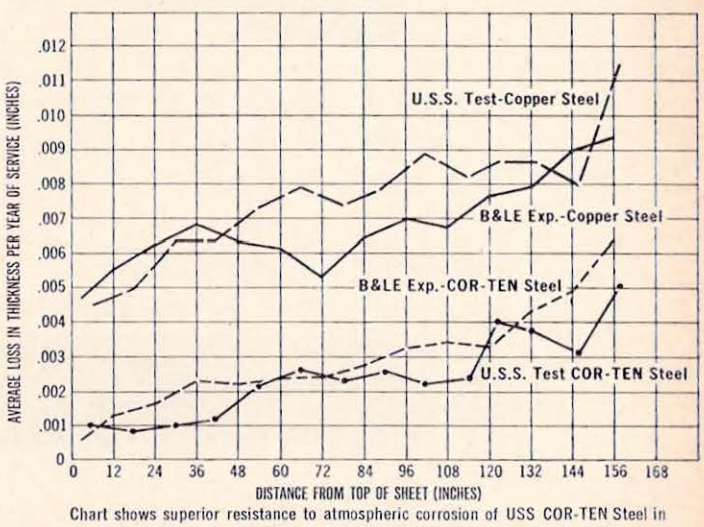

Chart shows superior resistance to atmospheric corrosion of USS COR-TEN Steel in comparison with copper steel in the bottoms of hopper cars in service for 12½ years.

Fast Japanese Railroading

TOKYO, MAY 24, 1964

An associate, who knows a good bit about railroading, and I were riding an express between Philadelphia and New York a few weeks ago. We were running on time. I clocked our speed with my stopwatch between mileposts, then asked my associate if he could estimate our speed. "I would guess nearly 60," he said. We were doing almost exactly 85!

This was brought home to me riding the test section of the Japanese National Railway's new Tokaido line this week. At 125 mph there was no sensation of high speed. Passengers who ride the line when it opens in October will be disappointed, I think, to find it is not a thrill ride, like doing 90 in a convertible, or riding the roller coaster at the park. It's just going to be a darned fast, comfortable trip for the 320 miles from Tokyo to Osaka.

Passengers on early test runs experienced ear discomfort on entering tunnels at speed. A cumulative total of about 47 miles will be underground. JNR, and the five Japanese equipment manufacturers who shared the order for 350 cars, have overcome this problem by the expedient of making the cars airtight. It was a complex job. Electronic coils mounted on the ties between the rails will transmit a signal to a receiver on each head-end car on entering tunnels. Flaps on the air conditioning and ventilating intakes will close electro-pneumatically. Special door seals between cars and in the vestibules will complete the air-tightness. A reverse impulse relayed on exit from tunnels will reopen the flaps. There is no discomfort, now, even entering tunnels at the 125 mph speed. Contrary to some press reports, the new Tokaido cars are *not* pressurized like the cabins of jet planes; they are just airtight.

There has been a lot of talk about the "problem" of trains passing in tunnels at top Tokaido speed. There isn't any problem. Repeated test operations show that there is no adverse effect, any more than when trains pass at 75 or 80 in tunnels, an everyday occurrence on many railways around the world. After all, pressure build-up is as great in the space between the outsides of the trains and the tunnel walls as it is in the space between the trains.

OSAKA, MAY 25, 1964

Today I had the opportunity of riding the Western Section of the new Tokaido line, approximately 60 miles from Osaka north to Maibara. It was the third day of test operations, and I was the first non-Japanese to ride the line. Operations are primarily for training crews, and speeds were held to 42 mph due to the newness of the track and unstable conditions in a few areas. What a magnificent piece of railroad it is! There are a few severe grades—maximum 1.5%—but they present no problem as all trains are multiple-unit electric trains and all cars are powered. When freight service is inaugurated some two years hence there will be multiple-unit trains, too, handling only containers.

Robert G. Lewis, Publisher

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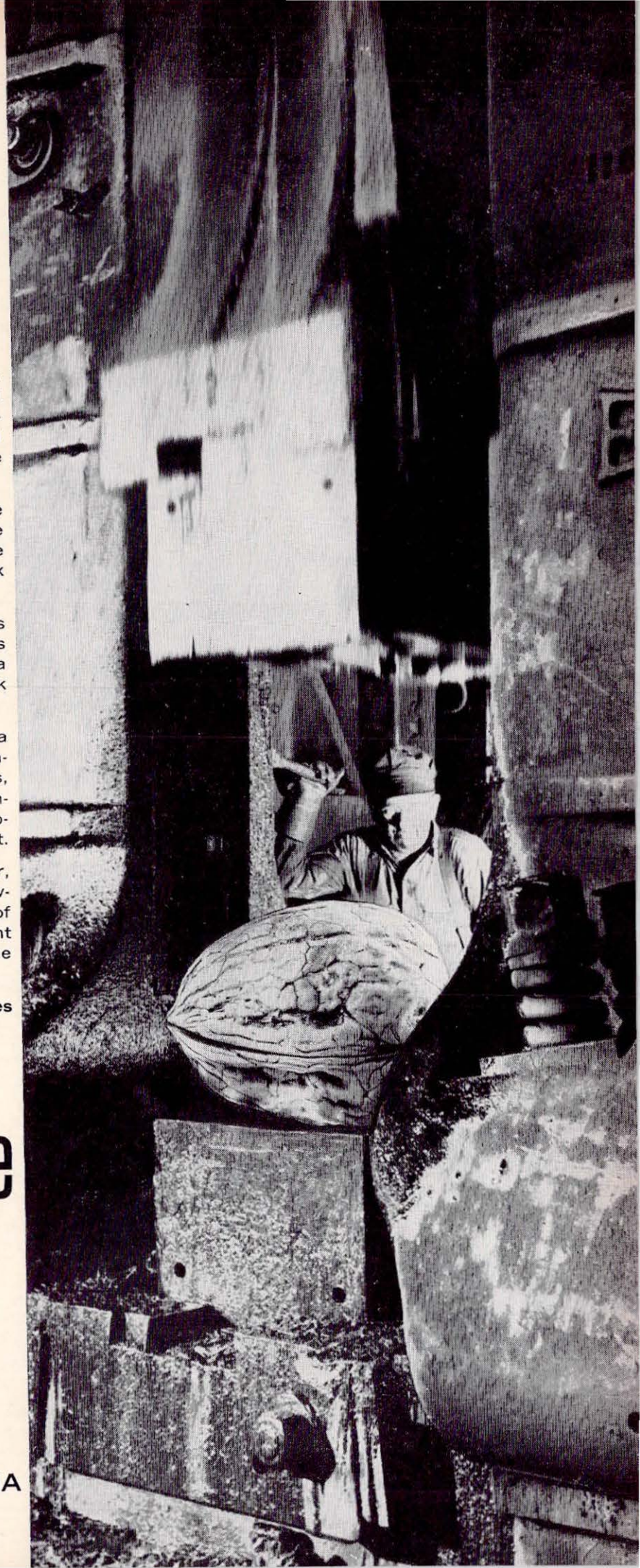

WATCHING WASHINGTON WITH WALTER TAFT

TAFT

● **THE "REASONABLY COMPENSATORY" RULE** of its 1962 decision in the Coal-to-Tampa case has been broadened by the ICC. The broadening promotes competition between railroads. It clears a proportional rate for multiple-car shipments of ex-river coal moving from Mount Vernon, Ind., to Chicago. The proportional was published by the Chicago & Eastern Illinois about two years ago to meet the competition of all-rail routes.

Gist of the Tampa-case rule is that special circumstances justify clearance of rates as "reasonably compensatory," even though they fail to cover out-of-pocket costs, as such costs are computed by Rail Form A (RA, Nov. 5, 1962, p. 10). Form A is one of the cost-finding formulas issued by the Commission's Cost Finding Section. These formulas have not been adopted by the Commission as its own.

RATES IN ISSUE in the Tampa case were all-rail rates on which yields were short of formula requirements by amounts needed to provide a return on investment. Traffic at stake was coal moving to Tampa from mines in Alabama, Kentucky, Tennessee and Virginia.

THE COMPETITION there was that of private water carriers which were unregulated. The Commission cited this as one of the "special circumstances" which justified its departure from the cost formula. It also cited the availability of covered hopper cars which came to the mine regions with loads of phosphate rock from the Tampa area. These cars were returning empty to Tampa.

THE PRESENT DECISION, clearing the C&EI proportional rate, is a Commission report on reconsideration of the No. 33706 case. The report, by Commissioner Bush, reverses a 1963 decision by the Commission's Division 2, which condemned the rate. The rate is $2.11 per ton, minimum 2,000 tons. Giving the cost evidence full treatment, the Division condemned this to the extent that it was less than $2.17 per ton.

THE COMMISSION, however, interpreted the cost evidence differently. It found that inclusion of allowances for return on investment and federal income taxes, as called for by Form A, were not required to make the $2.11 rate "reasonably compensatory." It noted that C&EI earned no return in the cost-study year of 1960, and that any investment involved would have been made whether or not the ex-river coal moved.

THIS TREATMENT OF COSTS is "in harmony" with the Tampa-case rule, the report said. It also said that the reasonableness of rates "should not be determined by unalterable statistical computations." Commissioners Freas and Murphy joined in a dissent which charged the majority with stretching the Tampa-case rule to "clearly noncompensatory competitive situations, well beyond the scope of the original holding."

COMPLAINANTS were railroads operating over competing all-rail routes. It was one of the cases cited by the Commission in its latest annual report to make the point that "intramodal rail competition, with rail carriers supporting the Commission's exercise of minimum rate powers," was a "dominant feature" of some pending cases. The Commission has opposed legislation to end minimum-rate regulation for the transportation of commodities in bulk and agricultural products.

Longer diesel-test intervals sought

AAR petitions ICC for changes in procedures required by locomotive inspection rules.

Traditional monthly inspections which ICC regulations require that railroads give to mechanical and electrical components of their diesel locomotives could become quarterly. The intervals would be be lengthened if the Commission were to act favorably on an AAR petition filed May 28. The petition asks amendment and revision of the Rules and Instructions for Inspection and Testing of Locomotives Other than Steam.

● **Numerous revisions.** Along with its petition for extended locomotive inspection intervals, the AAR seeks revision or addition of numerous sections of the rules and complete elimination of about fifty more. The reason? Diesel operation, the AAR petition states, is much safer than steam operation because "diesels are much less subject . . . to defects or failures which may result in those perils to life and limb mentioned in the [Locomotive Inspection] Act."

Such changes could have an effect on the locomotive maintenance practices of many railroads. The inspections and tests required by the Locomotive Inspection Act are mandatory. Many preventive maintenance programs, therefore, are fixed at monthly intervals so that out-of-service time will be minimized and locomotive availability increased.

● **Electrics involved.** While the proposed revisions involve primarily diesel-electric locomotives, any rule changes which might finally become effective would probably apply to other types of non-steam motive power. They would, as do present rules, cover diesel locomotives with other transmissions, gas-turbine locomotives, straight electric locomotives, and electric multiple-unit cars.

None of the proposed changes, says the AAR petition, would have an ad-

verse effect on safety. Instead, they would tend to clarify existing rules. Changes in the nature and frequency of various inspections and tests would take into account improvements in the design and materials in locomotives and their appurtenances, and in related methods and practices.

The Rules and Instructions in which changes are sought detail the components involved and their test procedures as required under the Locomotive Inspection Act. Originally, the Rules covered steam locomotive boilers only, being established under authority of the Boiler Inspection Act of 1911. The Rules were expanded to cover all components of steam locomotives and their tenders in 1915, when the original legislation was revised and became known as the Locomotive Inspection Act. In 1924 the Act was further amended to apply to all locomotives, including those propelled by power other than steam. It was in 1926 that the ICC first issued its Rules and Instructions for Inspection of Locomotives Other than Steam.

● **Based on steam.** "When first adopted," says the AAR petition, "these rules were based on the Steam Rules and were, therefore, very similar. Despite various amendments adopted since, the wording of many of the corresponding sections remains identical, or substantially so."

Motive power changes

The locomotive fleet has changed, however. At the end of 1925, Class I railroads owned 63,979 locomotive units, of which 362 were straight electrics, four gasoline powered, and one diesel. "The number of diesel units increased each year following 1927, but the number of such units was always small by comparison with the number of steam locomotives in service until after World War II," says the AAR. At the beginning of 1964, AAR-member roads owned or leased 27,969 diesels, 430 straight electrics, 38 gas-turbine electrics, and only 10 steam locomotives, of which five were serviceable.

● **Continuous improvements.** "During the years since diesel power was first placed in service, there have been continuous developments and improvements in the design and capacity of diesels and in the materials used in their manufacture and maintenance. Railroads have become more and more familiar with their use, care and capabilities."

Railroads, the AAR petition explains, have worked with manufacturers in updating older units with new materials and devices. Therefore, even the older units are "capable of being operated, maintained and repaired with substantially the same efficiency and safety as if they had been newly built."

● **Steam generators.** A complete new group of rules would cover the steam generators which are now used almost universally on diesel and electric passenger locomotives for supplying steam for train heating. "In 1926 most of the straight-electric locomotive units then used in passenger service were equipped with a type of boiler . . . quite different from steam locomotive boilers in that it had limited capacity," explains the AAR petition. "Such boilers on straight-electric passenger units have now been largely replaced by steam generators. Steam generators are also installed on diesel units in passenger service. These perform the same function as the boilers formerly used on straight-electric passenger units, but are wholly distinct in construction and operation. They are much less subject to defects that might cause peril to life and limb."

● **Quarterly inspections.** The current Rule 331 requiring monthly inspections would be superseded by new Rule 265. The new rule would require that the work be done "not less than once every 91 days." The railroad, according to the proposal, would be permitted to perform the inspection "within the five days next following expiration of the 91-day period, if conditions beyond the control of the railroad render such additional time necessary." Inspection of visible insulation and electrical connections required monthly by present Rule 254 would also become quarterly.

Fuel tanks fitted for automatic fueling would no longer need to have sight gauges if revision of Rule 256 were approved. Replacement of locomotive air brake components with overhauled parts, now required at six-month intervals by Rule 208, would also be changed. Only the filtering devices in main reservoir supply lines would have to be cleaned or replaced with such frequency. The AAR proposes that other components be replaced at 12- and 24-month intervals.

Also proposed is a change in the procedure for extending the inspection intervals when a locomotive has been out of service.

● **Past experience.** In requesting that the ICC order an investigation of its proposals, the AAR petition could set in motion a series of procedures which would extend over many months. The most thorough revision of the 1926 other-than-steam rules previously undertaken was initiated in April 1955 when the Director of Locomotive Inspection proposed 58 new and revised rules. Following lengthy hearings on these, Ex Parte 174, the revisions became effective in March 1958. ■

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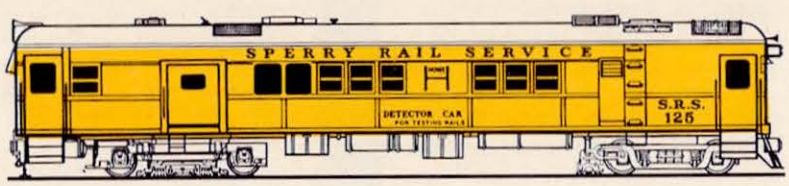

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NP men learn about politics

(*Continued from page 23*)
of the United States will support his board.

Q. If this sort of cooperation is not forthcoming, do you have any ideas as to how the Railway Labor Act could be amended to improve it?

A. I have no specific ideas as to specific amendments. I believe that there are certain areas in American life in this complex world where a strike is intolerable because it affects not just a few participants but the public interest, widely and broadly. It isn't just the railroads. You would have the same problem with an electric utility. How long could a city survive without electricity in these days? There must be a method found to solve controversy in this area without disrupting the public and private life of millions and millions of people. A strike under those circumstances is intolerable.

Q. In another legislative area—are there any changes you would like to see made in the Interstate Commerce Act, aside from the industry's broad efforts in the rate-making area?

A. Without spelling out in detail, I think there is just too much regulation. I do not criticize the Interstate Commerce Commission or the commissioners. I believe that they are carrying out, as they understand it, a law which has been passed by the Congress. I don't know why any industry should be regulated quite to the extent that the railroad industry is. But that is a Congressional matter. It's not a matter for the Interstate Commerce Commission.

Q. Do you feel, as many other railroad executives do, that it takes too long to get rate matters through the Commission?

A. Yes. I think that the same thing is true when we get into a court proceeding. I am not so critical of what you might call procedural delays, because all contesting parties are entitled to a fair opportunity to present their case. That's the way a case is properly decided, after all of the facts are understood and are known. What I was thinking about particularly were areas in which, by reason of the language of the Interstate Commerce Act as amended, the duty falls on the Interstate Commerce Commission to make a lot of decisions in areas which I think should be left to the free enterprise system, the play of economic forces, and competitive influences. ■

NEW PRODUCTS REPORT

Grader Attachment (RA-1)

Designed to attach to Caterpillar Models 12 and 14 motor scrapers, the new Model GS-55 GraderscrapeR is reported to convert the machines into high-production earthmovers. The new unit has a struck capacity of 4.4 cu yd. It is installed on the motor grader in place of the circle, blade and draw-bar assembly. The manufacturer states that the changeover can be accomplished in 40 min, after original installation.

The GraderscrapeR attachment weighs 5100 lb, has a cutting width of eight ft and is operated by a 24-gallon-per-minute hydraulic pump which develops a pressure of 1650 psi. Movements of the unit are controlled by the regular grader-blade controls, including lifting, tilting and side-shifting the GraderscrapeR and for exerting positive down-pressure on the cutting edge. The bowl can be tilted 30 deg or more to either side of the machine for cutting ditches, slopes, etc. The attachment is sold and serviced by dealers of Caterpillar tractors. *Martin Co.*

Jordan Spreader (RA-2)

A new optional front-plow arrangement is available for use with the Jordan heavy-duty Type-A air-operated and Type-J hydraulically operated snow plows. Designated the special-duty front plow, it is designed for use on railroads located in mountainous or hilly country or where snow is apt to carry rocks, boulders or other debris onto the track in slides. The principal components of the new unit—right and left extension wings, plow side wings, small end wings and plow frame—are of box-type construction. Front and rear face plates enclose heavy-section structurals to provide a thickness of 3½ inches for each component. The special-duty front plow has the same basic details as the heavy-duty front plow and retains the directional plowing abilities to the right, left or center Vee form. When traveling, the plow extends 9 feet 9 inches above top of rail; when lowered to working position, it measures 8 feet 8 inches in height. The overall width is approximately ten feet. *O. F. Jordan Co., Inc.*

Retarders (RA-3)

Primary for skating and car spotting, the new type F4 is a single-rail, weight-responsive car retarder. It uses a rail for braking instead of replaceable shoes. With a hydraulic unit, the F4 may be used for retardation of a few hundred cars daily. For greater car handling activity, type G single-rail, weight-responsive, hydraulically-operated car retarder may be used. This controlled retarder uses continuous shoe beams, equipped with replaceable shoes. *General Railway Signal Co.*

FS Carrier (RA-4)

Model 530A and 531A dual-channel frequency shift carrier features plug-in printed circuit construction (two channels mount in 5¼ inches of rack space) and all silicon components. The regulated power supply operates from 48 to 24 volts DC or 117 volts AC. Channel spacing is 1,500 cycles per second to 15 kilocycles depending upon frequency. Total frequency shift is 200 cycles per second at 20 kilocycles and 2,000 cps at 200 kilocycles. *Harmon Electronics Inc.*

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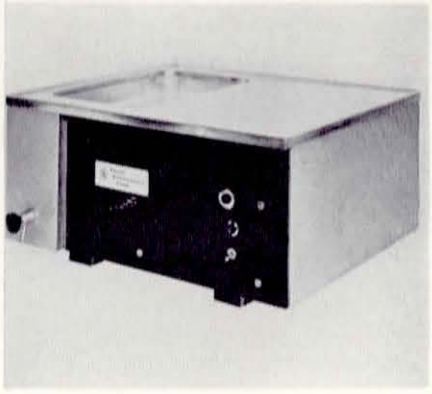
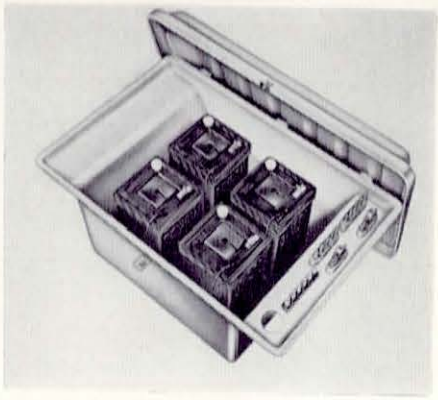


Ultrasonic Cleaner (RA-5)

A portable ultrasonic cleaner features simultaneous multi-frequency cleaning in a self-contained unit. Model 901 unit employs the simultaneous presence of frequencies from 20 to 100 kilocycles, and operates with the solvent at a temperature of 212 degrees F. The unit has an overall size of 23 inches long, 21 inches wide and 11 inches high. Tank dimensions are 9 inches by 15 inches by 6 inches. Model 901 operates on 115 volts AC. *Crest Ultrasonics Corp.*



Battery Box (RA-6)

A new reinforced fiberglass battery box, No. 5000, has a usable battery housing space 24 inches long, 21¼ inches wide and 18⅛ inches high. Space is also available for terminal blocks, resistance units and lighting arresters. There is a 2½ inch cable entrance on one end of the battery box. Overall dimensions are 39 inches long, 26 inches wide and 19 inches high. Total weight of box and cover is 27 pounds. *Thomas A. Edison Industries.*

Weed Killer (RA-7)

A second formulation of bromacil has been made available for industrial weed control. The new herbicide is a water soluble powder that is known as "Hyvar" X-WS bromacil weed killer; the first formulation of the weed killer is a wettable powder designated "Hyvar" X bromacil.

Like the first formulation, "Hyvar" X-WS is said to be the most effective when applied as a soil sterilant during or shortly before the period of most active growth. The manufacturer recommends that 5 to 10 lb per acre of "Hyvar" X-WS be used for the control of annual weeds and grasses, 10 to 20 lb per acre for many perennial species and 24 to 48 lb per acre for hard-to-kill species, such as Johnson grass, nut grass, Bermuda grass, bouncing bet and dogbane.

Being water soluble a pound of the new chemical can be dissolved in a gallon of water through mechanical or hydraulic agitation. Once dissolved no further agitation of the spray is required. it is claimed. *E. I. du Pont de Nemours & Co.*

Derricks And Elbow (RA-8)

A new derrick with up to 5,300 lb of lifting capacity in the horizontal position is the Mustang 76 available in 32- and 38-foot models. At the maximum 80 degrees above horizontal elevation, the derrick handles 9,500 lb. The derrick lowers to 20 degrees below horizontal. An optional extension pulls out of the hydraulic extendible boom, converting the 32-foot model into a 38-footer, the 38-foot model into a derrick with a 45-foot sheave height. The Mustang 76 handles earth borers with up to 7,000 lb per foot of torque.

The Mustang 73 derrick rotates 365 degrees. Reaching up to 26 feet with boom extended, the new radial arm derrick lifts from 8,000 to 10,000 lb at maximum height and from 1,800 to 2,800 lb in horizontal position. Working range is from 80 degrees above horizontal to 20 degrees below horizontal. Mustang 73 handles earth borers with torques to 3,000 lb per foot. Bronco 83 elbow is available in 37- and 41-foot working heights. The single bucket unit is stable in any aerial position with a 300 lb payload. *Holan.*

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PEOPLE IN THE NEWS

ASSOCIATION OF AMERICAN RAILROADS.—W. H. Kelly, general claims attorney, **Chicago & North Western,** Chicago, elected chairman, General Claims Division, Law Department, AAR.

BOSTON & MAINE.—The New York City freight sales office has moved to Room 1514—110 East 42nd Street. **C. P. O'Rourke, Jr.,** is sales manager.

CANADIAN NATIONAL.—W. H. Longnecker, sales representative, freight and passenger departments, Seattle, Wash., named general agent, freight and passenger sales, Minneapolis.

CHICAGO & EASTERN ILLINOIS.—H. H. Olmsted named assistant vice president-traffic, Chicago Heights, Ill.

CHICAGO & NORTH WESTERN.—John D. McClintic, manager of rate research, Chicago, named to the newly created position of assistant director of rate research.

CLINCHFIELD.—H. E. Keniston, engineer car construction, **Atlantic Coast Line,** Jacksonville, Fla., appointed assistant chief mechanical officer, **Clinchfield,** Erwin, Tenn.

FORT WORTH & DENVER.—Norman G. Brooks appointed assistant land and tax commissioner, Fort Worth, Tex.

LOUISVILLE & NASHVILLE.—Otto Ehringer named district passenger agent, Cincinnati, to succeed **Leonard F. Vogt,** retired.

NEW YORK CENTRAL.—George J. Flanagan, general mechanical superintendent—car, New York, retired April 30 after 49 years of service.

J. A. Angert, general storekeeper, Eastern division, East Rochester, N.Y., appointed assistant director of stores, New York, succeeding **R. T. Fortin,** promoted.

Jack W. Ringwood, division freight sales manager, Dayton, Ohio, transferred to New York. **H. A. Wiedeman,** real estate agent, Syracuse, N.Y., promoted to real estate manager there.

Charles J. Andrews, passenger sales representative, New York, named assistant passenger sales manager, Albany, N. Y., succeeding **Cliff G. Pelletier,** transferred to New York.

J. A. Roy Draper appointed to the newly established post of supervisor of schedule information and analysis, New York.

Frank I. Stern named assistant director of market research, New York.

Frank A. Tedesco appointed to the newly established post of rail-highway services analyst, New York.

Thomas F. McCabe, supervisor of personnel and training, Engineering department, appointed administrative assistant for that department.

R. L. Croft appointed superintendent of dining and sleeping car service, New York, succeeding **A. G. Sencak,** retired. **H. C. Cassell** is the new assistant superintendent of dining car service, Buffalo, succeeding Mr. Croft.

John L. Stanek, trainmaster, Newberry Junction, Pa., transferred to Utica, N. Y., succeeding **Robert J. Slater,** transferred to Beacon Park, Mass. Mr. Slater succeeds **Frank H. Dugan,** who goes to Corning, N. Y., to replace **John E. Oldfield,** who succeeds Mr. Stanek at Newberry Junction. **Richard C. Lucas,** trainmaster, Syracuse, named terminal trainmaster there.

John A. Hawley, division engineer, Mattoon, Ill., promoted to engineer of bridge and building maintenance, New York, and is succeeded at Mattoon by **Jack E. Rosenbaum,** transportation superintendent, Indianapolis, Ind.

ORDER OF RAILWAY CONDUCTORS & BRAKEMEN.—George H. Harris, senior vice president, named president, succeeding Louis J. Wagner (RA, June 1, p. 34).

READING.—Donald M. Kerr appointed to the newly created position of assistant to vice president—marketing, Philadelphia. **Calvin E. Dingler** appointed district sales manager, Portland, Ore., succeeding **H. Darrell Koss,** promoted to regional sales manager, Chicago (RA, May 18, p. 45).

SANTA FE.—T. H. Bickerstaff, general supervisor air brakes, Topeka, Kan., advanced to the newly established position of superin-

(Continued on page 44)

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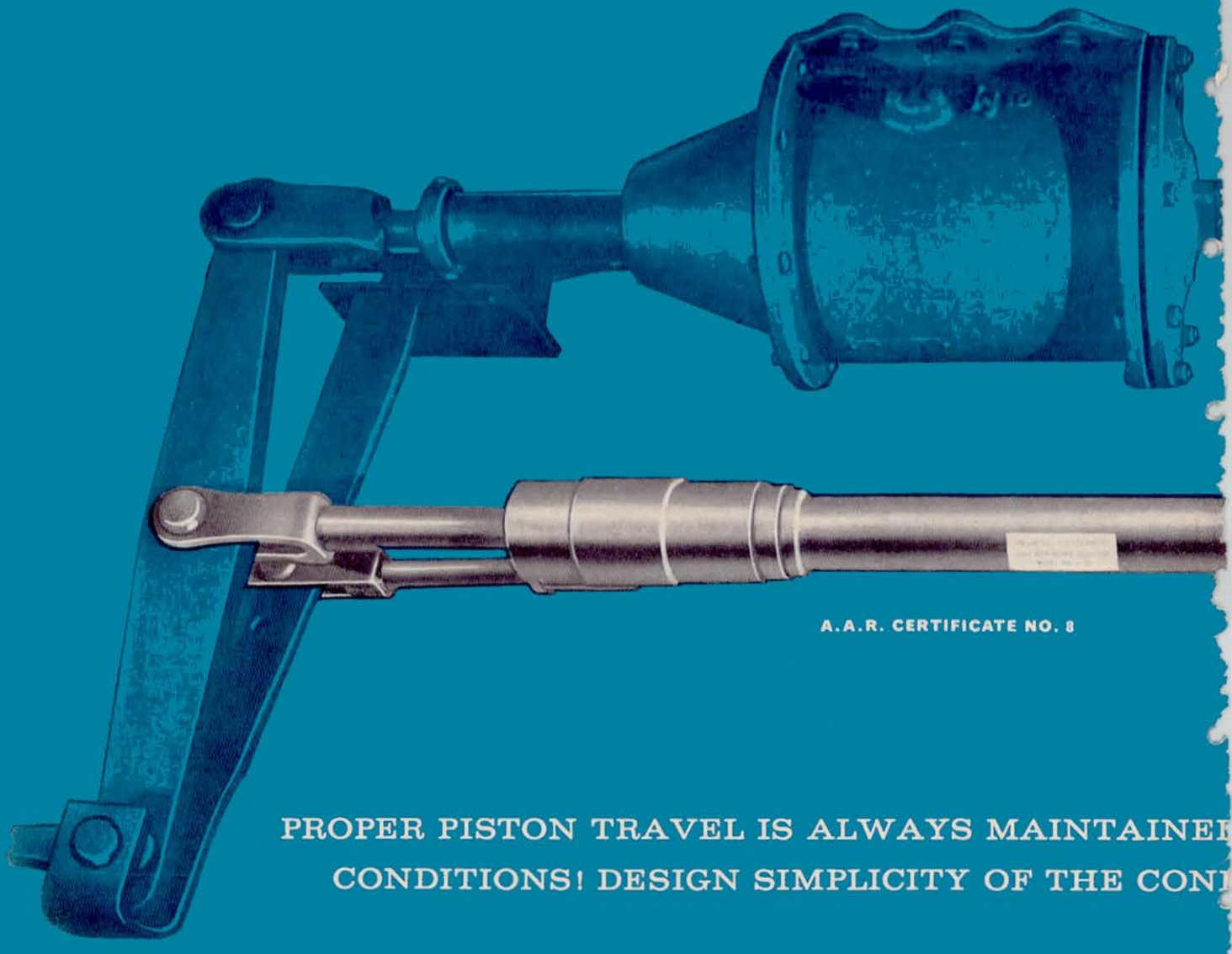

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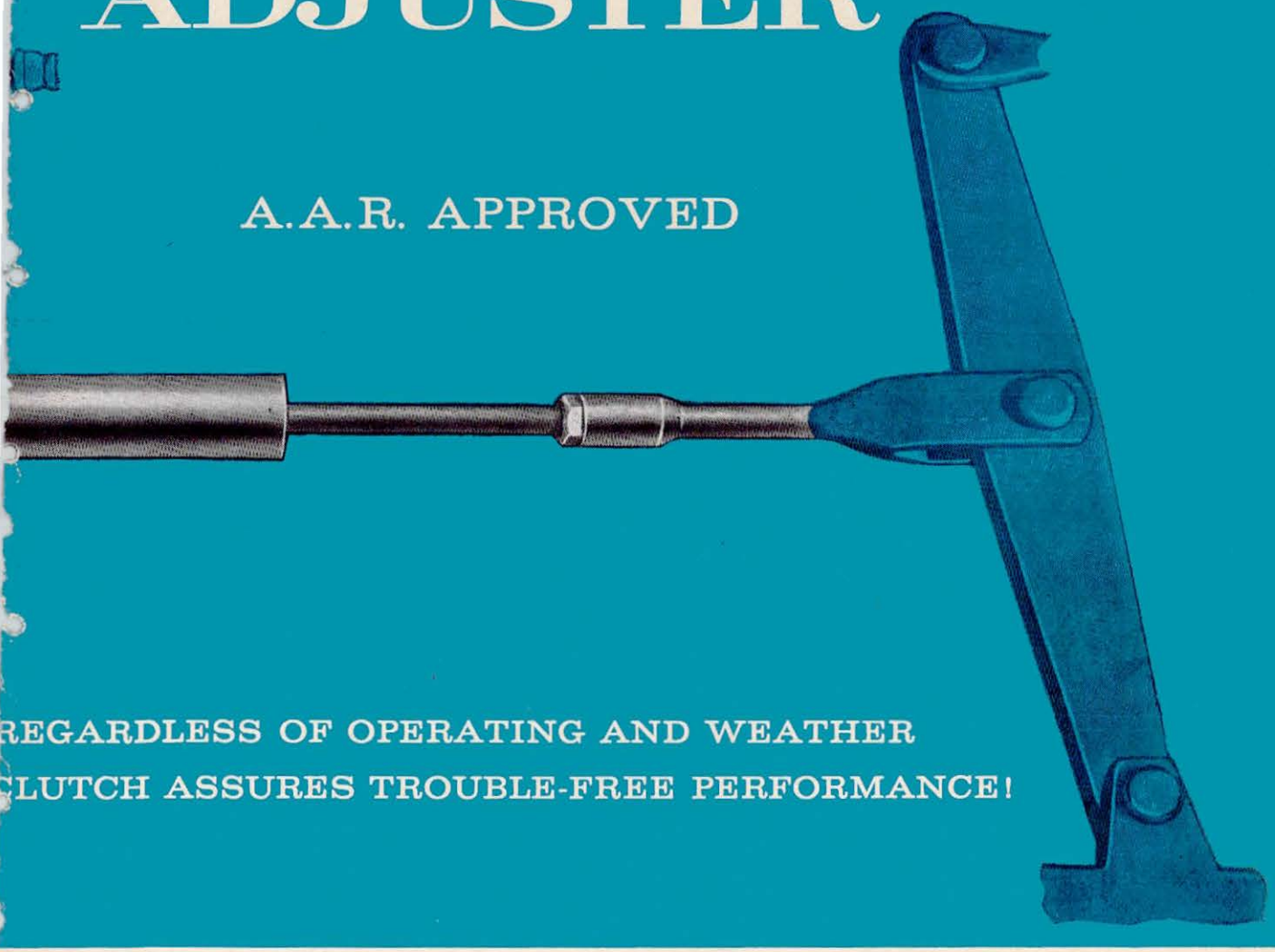

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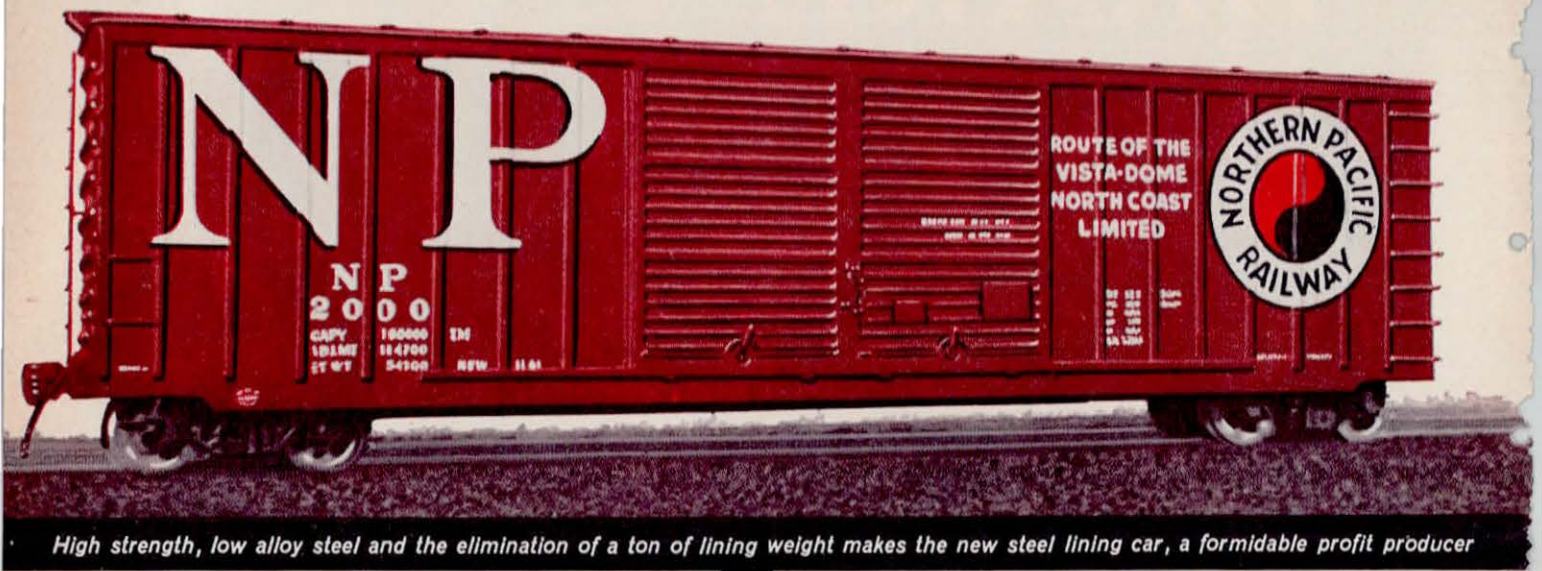

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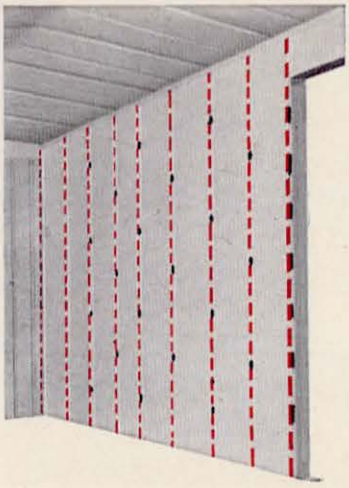

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MARKET OUTLOOK

Carloadings slip

Loadings of revenue freight in the week ended May 30 totaled 576,938 cars, the Association of American Railroads announced on June 4. This was a decrease of 18,161 cars, or 3.1%, compared with the previous week; an increase of 27,077 cars, or 4.9%, compared with the corresponding week last year; and an increase of 47,653 cars, or 9%, compared with the equivalent 1962 week. Ton-miles generated by carloadings in the week ended May 30 are estimated at 12.9 billion, an increase of 10.5% above the corresponding week of 1963 and 20.7% above the 1962 week.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, May 30

District	1964	1963	1962
Eastern	83,120	77,590	73,233
Allegheny	103,217	96,083	85,491
Pocahontas	50,631	53,426	49,124
Southern	111,460	104,802	105,504
Northwestern	83,581	76,740	80,299
Central Western	108,381	103,523	99,269
Southwestern	36,548	37,697	36,365
Total Western Districts	228,510	217,960	215,933
Total All Roads	576,938	549,861	529,285
Commodities:			
Grain and grain products	40,073	45,412	40,578
Livestock	2,144	2,244	3,125
Coal	101,524	104,437	95,814
Coke	9,168	8,616	5,683
Forest Products	38,871	34,346	35,187
Ore	56,723	48,633	51,547
Merchandise l.c.l.	12,772	15,135	20,642
Miscellaneous	315,663	291,038	276,709
May 30	576,938	549,861	529,285
May 23	595,099	598,419	580,383
May 16	591,436	601,062	586,946
May 9	581,726	598,876	583,947
May 2	567,743	591,210	587,413
Cumulative total, 22 weeks	11,909,560	11,778,927	12,019,934
Estimated Revenue Ton-miles (millions) 22 weeks	272,200	254,900	247,700

PIGGYBACK CARLOADINGS.—U.S. piggyback loadings for the week ended May 23 totaled 17,646 cars, a new 1964 high, compared with 15,734 for the corresponding 1963 week. Loadings for 1964 up to May 23 totaled 341,929 cars, compared with 311,986 for the corresponding period of 1963.

IN CANADA.—Carloadings for the seven-day period ended May 21 totaled 72,084 cars, compared with 78,290 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
May 21, 1964	72,084	24,522
May 21, 1963	67,401	22,948
Cumulative Totals		
May 21, 1964	1,430,675	508,519
May 21, 1963	1,261,322	456,773

FREIGHT-TRAIN CARS

► *Illinois Central.*—Ordered 50 65-ft, 70-ton-capacity gondolas from Bethlehem Steel at a cost of $625,000 for October delivery. IC also ordered 12 100-ton-capacity gondolas at a cost of $160,248 and 30 70-ton-capacity box cars at a cost of $1,050,000 from Thrall Car. Delivery of the gondolas is scheduled for October, and delivery of the box cars for September.

► *Norfolk & Western.*—Ordered an additional 1,500 95-ton hopper cars from its Roanoke shops at a cost of approximately $15.9 million. Work on earlier orders for 3,000 of the 95-ton cars will be completed about Sept. 3; production of the new order will begin at that time.

► *Western Pacific.*—Ordered 150 50½-ft insulated box cars from ACF at a cost of approximately $2.8 million for delivery in August. WP also ordered 25 4,650-cu-ft-capacity center-flow bulk material handling cars which will have 13 x 42-in outlets. Delivery of the cars, which will cost approximately $375,000, is scheduled for fourth quarter.

► *Bad Order Ratio 1.9% Lower Than Last Year.*—Class I roads on May 1 owned 1,503,318 freight cars, 34,023 less than on May 1, 1963, according to AAR report summarized below. Bad Order Ratio was 1.9% lower than on May 1, 1963.

	May 1, 1964	May 1, 1963	Change
Car ownership	1,503,318	1,537,341	—34,023
Waiting repairs	93,602	124,494	—30,892
Repair ratio	6.2%	8.1%	— 1.9%

FOREIGN

► *India.*—Placed an order with Montreal Locomotive Works for 37 meter-gauge, 1,350-hp diesel-electric locomotives at a cost of $8 million. The order is financed by the Export Credits Insurance Corp. of Canada.

NEW FACILITIES

► *Chesapeake & Ohio.*—Ordered 12 sets of 2R base station radio equipment from Union Switch & Signal division of WABCO for installation on 170 miles of CTC territory between Hinton, W. Va., and Russell, Ky., to provide train-to-wayside communications.

► *Northern Pacific.*—Will spend approximately $3 million for a line change near Athol, Idaho, which will be put into operation during the Spring of 1965.

MAINTENANCE EXPENDITURES

► *Up 4.1% in First Quarter.*—Expenditures by Class I roads for maintenance of equipment, way and structures in the first quarter of 1964 were up about $28 million, compared with the first quarter of 1963, according to report of ICC Bureau of Transport Economics and Statistics summarized below:

	First Quarter 1964	First Quarter 1963	% Change
Maintenance of Way and Structures	$278,473,020	$268,135,528	+3.9
Maintenance of Equipment	436,784,347	418,931,151	+4.3
Totals	715,257,367	687,066,679	+4.1

YOU OUGHT TO KNOW

Unit-train record coming up: More than 1,350,000 tons of coal will be moving unit-train fashion via the Pennsylvania during June—surpassing the former one-month high of 1,160,000 tons recorded in January 1964. The total includes coal moving on new rates from Ohio mines to Ohio and Michigan marketing areas, as well as coal bound from Pennsylvania, West Virginia and Ohio mines to eastern-seaboard points.

Three-point safety program: Grade-crossing problems could be eased considerably, says AWR General Counsel Joseph H. Hays, if a three-point program were adopted—including the closing of unneeded crossings; increased enforcement of motor-vehicle laws and regulations; and the construction, installation and maintenance at public expense of needed grade-separation structures and automatic protective devices. Cost of the program, he told the AAR Safety Section last week in Kansas City, could be picked up from a small percentage of motor-vehicle revenues.

One union-but how? That battle of words and organizers between the BLE and BLF&E gets hotter. Latest blast from the Engineers: BLE Grand Chief Roy E. Davidson's declaration that "the future of every man in engine service is on the right side of the locomotive." The BLF&E, says Mr. Davidson, "is trying to convey the impression that we do not want firemen to join, that we have rebuffed attempts to amalgamate the two organizations. It is true we rejected a BLF&E proposal to swallow up the BLE—a proposal, incidentally, which obviously was designed primarily to perpetuate the jobs of BLF&E officers."

Centennial for wrought-iron maker: The A. M. Byers Co., one of the world's largest producers of wrought iron products, is celebrating its 100th anniversary this month. In June 1864 Alexander M. Byers was instrumental in launching the Graff-Byers Co. to manufacture wrought iron in Pittsburgh. This company evolved into the A. M. Byers Co. in about 1903, three years after the death of Mr. Byers. Today, Byers is a subsidiary of the General Tire & Rubber Co., which owns 81% of the stock. A milestone in the company's history occurred in 1930 when commercial production of wrought iron, which previously had been a hand operation, was successfully mechanized. Railroads are users of wrought iron in many applications where a corrosion-resistant material is needed.

Tax turndown for C&NW: The Illinois Supreme Court has refused—on procedural grounds—to order reductions in Chicago & North Western tax assessments in 29 counties. C&NW, asking a writ of mandamus, had charged that assessments were boosted from about $70 million in 1962 to $119 million in '63—despite legal requirements that railroad property be assessed on an equal basis with other property. Merits of the case weren't considered by the high court in its ruling.

More unit trains: Hundred-car solid coal trains will begin moving from southern Illinois mines to a power generating station at Minneapolis within the next few weeks. Coal will originate on New York Central and move NYC-Chicago & North Western to destination.

Renewal of the fleet: Thirty Louisville & Nashville passenger cars—26 coaches, three dining cars and one baggage car—are going into South Louisville, Ky., company shops for upgrading. All cars will be equipped with disc brakes; 13 coaches and the baggage car will get new electro-mechanical air-conditioning equipment. It's a continuation of a passenger-car upgrading program begun by L&N last year, when 38 cars were scheduled for shopping.

SP affiliate completes two truck terminals: Pacific Motor Trucking—highway arm of the Southern Pacific—opened two terminals, one in San Francisco and one in Oakland, to replace inadequate older centers. The two facilities are situated adjacent to rail yards, piggyback ramps, and container straddle-crane tracks, and bring the number of PMT terminals built or enlarged in the Bay Area to 12 in the past five years.

Current statistics

Net income, estimated	
3 mos., 1964	$144,000,000
3 mos., 1963	84,000,000
Carloadings, revenue freight	
22 wks., 1964	$11,909,560
22 wks., 1963	$11,778,927
Freight cars on order	
May 1, 1964	34,702
May 1, 1963	19,869
Freight cars de'ivered	
4 mos., 1964	23,829
4 mos., 1963	13,300
Serviceable cars	
May 1, 1964	1,409,716
May 1, 1963	1,412,847

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Travel writers and connoisseurs say the nicest things about Great Northern's Incomparable Empire Builder!

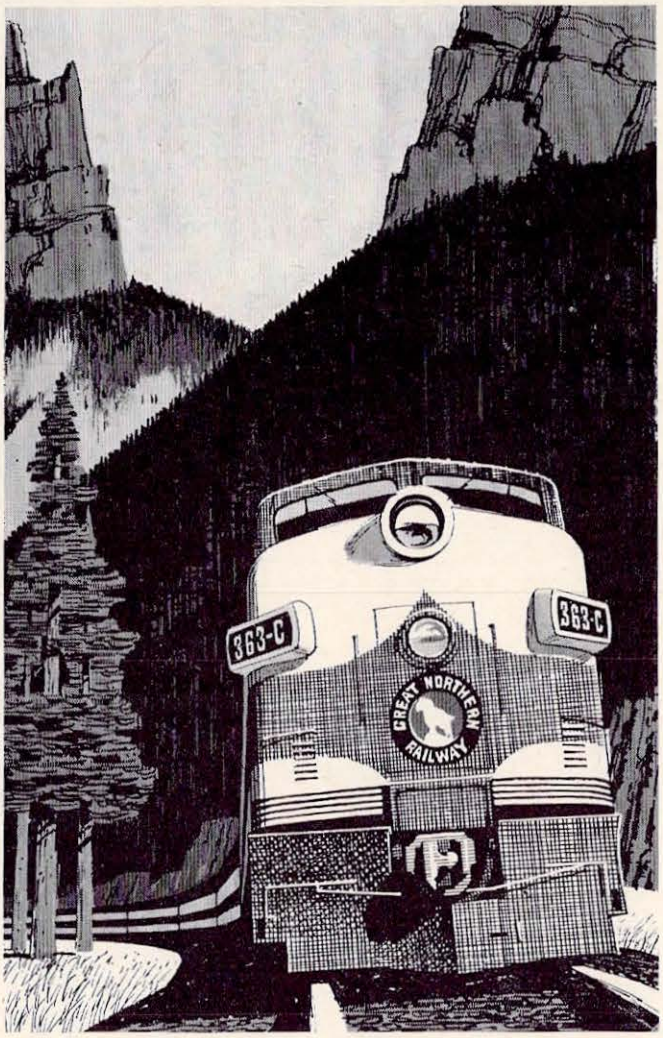
While we never seem to tire of talking about Great Northern's Empire Builder, it's indeed pleasant to know that spreading the word about this fine transcontinental train doesn't depend solely on our own rhetoric.

Here, on the occasion of the 35th anniversary of this famous train, are a few samples of the kind of flattering things that widely-traveled writers have said about us:

Lucius Beebe, author and rail buff, says this in the San Francisco Chronicle, *"Riding the Empire Builder is a major event in the life of any train aficionado. It is, indeed, an incomparable train, immaculate in its construction and conduct and as implacable in its maintenance of schedule as sidereal time in its progress . . ."*

Kermit Holt, travel editor of the Chicago Tribune, reports that, *"We're going by train, one of the truly great trains that serve the American west. We're heading for the Pacific Northwest this time and we're riding a luxury hotel on wheels called the Empire Builder, an exciting experience for even the most blasé traveler. . . It's 2,210 railroad miles via the Great Northern from Chicago to Seattle—and exactly that many miles of pleasure, rest and relaxation, superb service, food, and accommodations, and hundreds and hundreds of miles of some of the west's most spectacular scenery . . . What makes a train really great is the service, friendliness, and courtesy of its crew, the meals served in its dining car, and the scenery it travels thru. The Empire Builder scores heavily on all three."*

Leavitt F. Morris, travel editor of the Christian Science Monitor writes about the Empire Builder, *"It seems to me that one good way to see the United States and to know Americans is to be on a train like this. First, a transcontinental train ride provides leisure and comfort. It provides the opportunity to see both sides of America. But, more important, it provides the opportunity for people to meet people. You meet them across your dining-car table of crisp linen and shining silver; you meet them in the Dome car, the Ranch car, the Club car, or in the observation lounge.*



David P. Morgan, editor of Trains Magazine, says, *"Aboard this transcontinental streamlined train you can sleep . . . in a room, in your pajamas, in a 6½ x 3-foot bed. You can eat . . . a full-course meal, complete with a light wine if you desire, at a table with the amenities of a menu, silverware, and a waiter—and there's a coffee shop for snacks or just a cup of coffee. You can lounge . . . away from your seat or berth and upstairs in 789 square feet of space under glass that affords 90-degree vision under the sun or stars . . ."*

Gareth Hiebert, "Oliver Towne" columnist in the St. Paul Dispatch, writes, *"For me the supreme pleasure at being alive comes on the first morning out of St. Paul, heading west on the Great Northern's Empire Builder. It is that moment when you are sitting in the opulence of the dining car, facing the crisp snowwhite linen, over which floats the delicious aromas of breakfast. And you gaze out of the window across the lonesome beauty of the Montana prairies, flecked with snow and stubble."*

Paul M. McMahon, travel editor of the Milwaukee Journal says, *"Long before we reached the majestic Cascade mountains, passengers were gathering in the bar below the dome to enjoy cocktails. A leisurely, relaxed attitude permeated the car . . . Passengers felt an intimacy with the elegant scenes through which the train passed, an experience not shared by travelers who span this area . . . five miles in the sky."*

Wade Franklin of the Chicago Sun-Times declares that, *"This was my first ride on that legendary transcontinental beauty, the Empire Builder, named for the giant rail builder of early days, James J. Hill . . . I doubt if there is a finer train in the world. You'll agree, especially if you happen to be seated in the dining car (where the food should be called cuisine) as The Great E.B. speeds along the Mississippi's Palisades on its way to St. Paul, or through the snow-clad peaks of the Rockies in Glacier Park."*

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Pullman accommodations include Duplex-Roomettes, Roomettes, Double Bedrooms and Compartments. Coach travelers enjoy reserved seats—seats that recline and have leg rests. Meals in the dining car or the Ranch Lounge car. Dining car dinners are by reservation. Beverage service in the full-length Great Dome car or the Ranch Lounge.

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(Product Reference 44A)

(*Continued from page 37*)

tendent of air brakes there. **W. D. Curtis,** assistant supervisor air brakes, Temple, Tex., appointed senior supervisor air brakes, Topeka, **J. D. Thompson,** assistant general supervisor air brakes, Topeka, promoted to the newly created post of assistant to superintendent of air brakes there. **C. J. Eastham,** assistant to general supervisor air brakes, Topeka, named supervisor of air brakes, Temple. **M. D. Smith** and **F. W. Tye,** assistant supervisors of air brakes, named supervisors of air brakes, with headquarters remaining at Kansas City, Kan., and Newton, Kan., respectively.

W. H. Lawson, road foreman of engines, Gallup, N.M., appointed trainmaster, Winslow, Ariz., replacing **Earl Gillmore,** transferred to Barstow, Calif.

SOUTHERN PACIFIC.—James F. Lynch, Jr., senior assistant division engineer, Los Angeles division, Los Angeles, advanced to acting division engineer, Western-Coast division, Oakland, Calif. **Carl A. Inglish** succeeds Mr. Lynch.

WESTERN MARYLAND.—William C. Schafer, general traffic manager, Baltimore, Md., has retired.

Supply Trade

Robert G. Biesel, director and vice president, **General American Transportation Corp.,** has been appointed president, **General American International Division.**

Newly appointed vice presidents of **Pullman-Standard** are: **Norman E. Bateson,** research and engineering; **E. Preston Calvert,** public relations and advertising; **E. D. Quan,** manufacturing; and **Harris Shane,** industrial relations. Mr. Bateson formerly was director of freight and passenger car engineering and research. Mr. Calvert was director of public relations and advertising. Mr. Quan was director of manufacturing. Mr. Shane was director of industrial relations.

Simmons Machine Tool Corp. of Albany, N.Y., has purchased Niles machine-tool line from **Baldwin-Lima-Hamilton Corp.** Purchase includes all rights to Niles name, designs, and trademark. Simmons will manufacture Niles tools, including railroad shop machines, and will assume spare parts and service responsibility for all Niles tools now in use and not under warranty by BLH.

R. H. Schmuck, sales representative, western office, **General Railway Signal Co.,** has been appointed assistant western manager, Chicago, succeeding **Walter S. Henry,** named resident manager, West Coast.

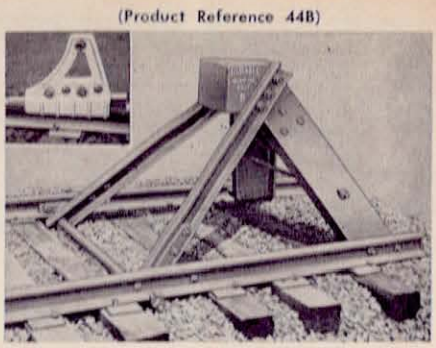
Gerald C. Saltaralli, president and chief executive officer, **Houdaille Industries, Inc.,** Buffalo, N.Y., has been elected to the additional post of chairman of the board. **Ralph F. Peo,** chairman since 1956, was elected honorary chairman.

The Industrial Products Division, **Sony Corp. of America,** New York, has appointed the **Current Controls Corp.,** Chicago, as its executive sales representative for the railroad industry.

OBITUARY

Lynne L. White, 74, chairman of the board, **Nickel Plate,** died May 29 at St. Vincent Charity Hospital, Cleveland.

(Product Reference 44B)



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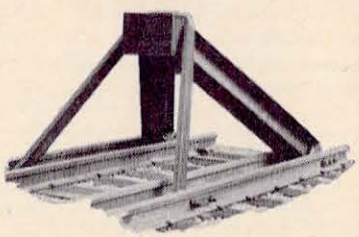

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What people really want

Demands for exceedingly high wages often represent 'displacement of employees' feelings of discontent' about something else.

One of the two sides of what is known as "labor relations" monopolizes most of the public's attention. This is, of course, the negotiations of managements with union chiefs—to settle disputes over wages and working conditions. Progress on the other side of relations between employees and managements—that of selection of new employees, programs for promotion, education, and improving performance and satisfaction of employees with their jobs—goes on all the time, but with little publicity.

A number of railroads have regular programs for recruiting desirable employees—not just those of supervisory grade, but for responsible positions in the ranks. There are any number of arrangements—many of them local—whereby managements encourage employees to extend their education. In some cases, all or part of tuition charges for after-hours schooling are reimbursed by the employer if scholastic performance is satisfactory. The better the training that supervisors get in methods of dealing humanely but with effective firmness in their relations with individual employees, the more likely employees are to find and give satisfaction.

But it is the prize ring of union-management relations that gets all the spotlight. President Johnson and the National Mediation Board and the Secretary of Labor are not (thank goodness) drawn into the arrangements one personnel executive makes to interview high-quality high-school graduates for job openings on his railroad. Hundreds of amenities extended locally to employees to improve the attractiveness of their work never become the subject of union disputes; and the public, and most railroad employees themselves, have little knowledge of such constructive activities.

No company having difficulty in paying its monthly bills and meeting its payroll can be expected to engage extensively in long-range programs for personnel improvement. No railroads are affluent, in the degree that some of the industrial giants are, but many of those that are able to do so are going forward to the extent that wisdom and prudence permit.

In the long run, it is this constructive and little publicized side of management-employee relationships which holds out the greatest hope for happier and more profitable times for both employees and employers. Formal negotiations between managements and union chiefs are necessary, and skill and determination in their conduct are indispensable. But warfare or near-warfare on the organization level will diminish to the degree that relationships between managements and individual employees are improved—and this is the highly important and unobtrusive and little publicized side of railroad personnel work.

The psychiatrists are delving rather deeply into the field of industrial relations—in particular, the Menninger Foundation at Topeka, Kan. The Winter 1963-64 issue of the Menninger Quarterly reports some of the investigations that have been going on, with the rather startling conclusion that *good working conditions in a physical sense have no relationship to morale.*

Employee's desires

The employee brings both conscious and subconscious desires to his job with him—and, of course, the conscious ones are the only ones he is able to report. He may have some vague feelings of discontent that he may not recognize—but, certainly, he knows that a big wage increase would be convenient, so that is what he goes out after. The result may well be that he is little if any happier than he was before, and his company will be paying out money that could be spent in some other way—more profitably to the employee as well as the employer. A competent industrial psychiatrist or psychologist can usually discover some clues as to what employees really want, in contrast to what they say (and really believe) they are looking for.

Some people seem to suspect that there is something sissy about inquiries into employee attitudes. If so, then some of the country's most successful industries are under effeminate direction—a conclusion which does not seem to square with their success. Management personnel people—either on the union negotiating or developmental side—are, as a rule, rather hard-boiled in their search for facts. Nobody in an industry (usually) is less anxious to give away something for nothing. And an industrial psychiatrist (Dr. Alan McLean, consultant to IBM) who writes in the Menninger Quarterly referred to above, puts down first in his list of "expectations which are deeply felt" by the average employee: *fair and appropriate exercise of authority on the part of management.*

It is not a counsel of weakness but of strength that management will get from deeper knowledge of the psychological needs of its employees. The man who knows best the forces that are at work in his business—economic, technological, political, psychological—is the one most likely to be able to cope with these forces with maximum success.

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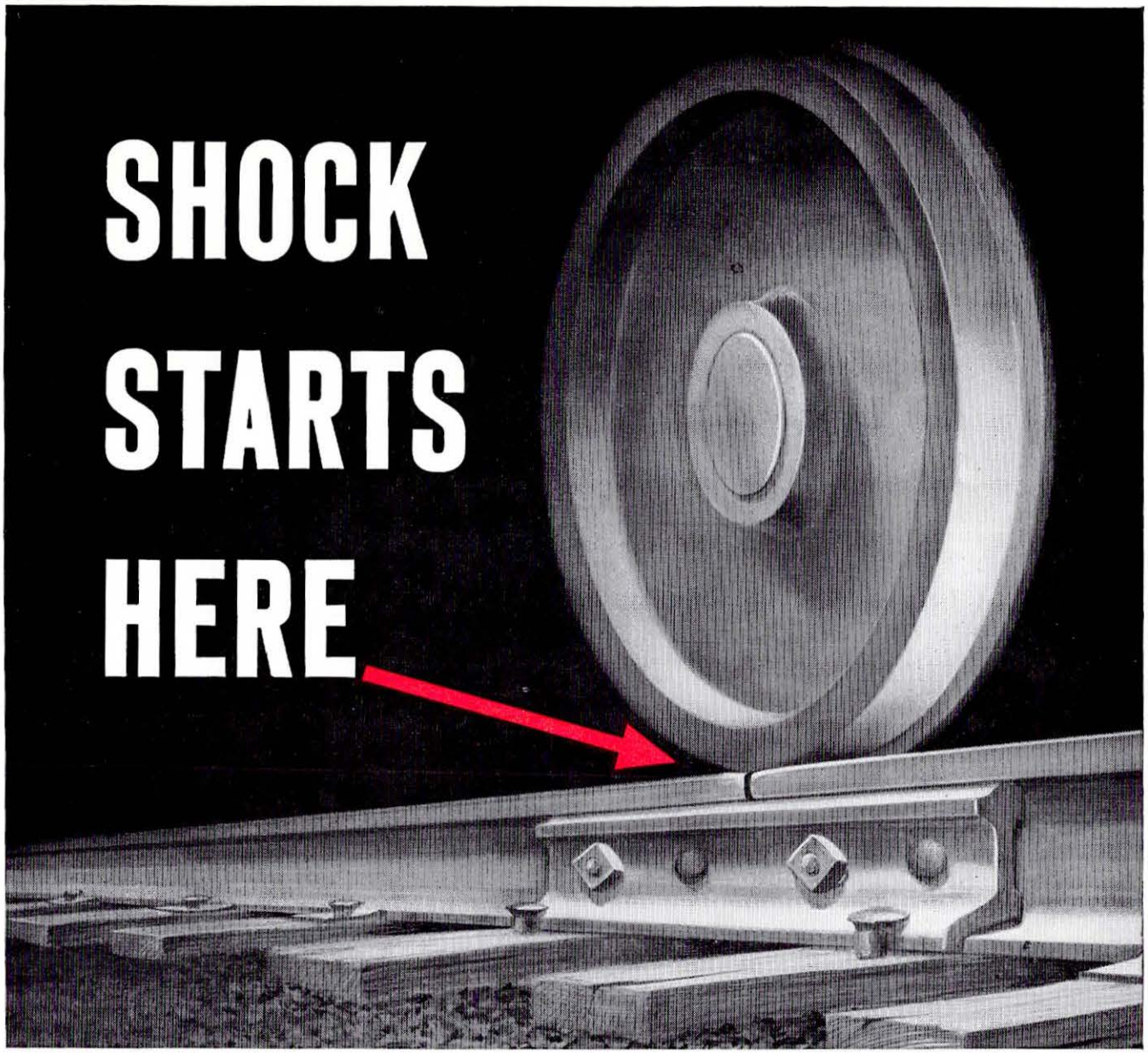

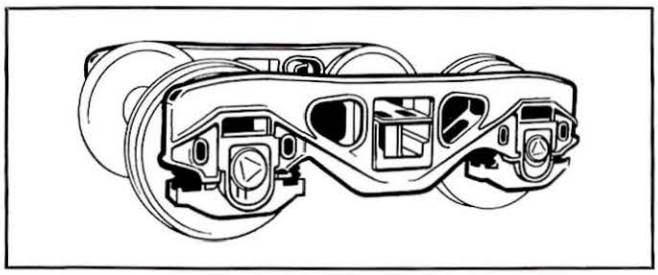

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